

Sales Management

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How I Doubled My Salary in Two Years

Former Sales Manager, now General Manager of New England Concern, Tells How He Made the Most of His Opportunities

THE executive who keeps going up and up does so because he capitalizes his strong points in the present. He not only thinks, but executes. But he also is constantly acquiring the knowledge which will transmute his present weak points into strong points. His final steps up the business ladder come from possessing not only greater ability but also greater abilities than his associates. The reason he distances his fellow-workers is simply because he has greater power under control.

The true executive has brains enough to recognize that the reason he is not fully equipped mentally along certain lines is because, either through his personal contacts or through earlier lack of education on these lines, he finds it difficult to acquire knowledge that he can use. It is because he deliberately seeks out his weak points, and then makes strenuous efforts to change these into strong points, that he differs from the average good executive.

Locating Personal Weaknesses

Take my own case. Until a few years ago, my steps up the ladder had been due largely to an earlier start in business than most men, and to family environment and traditions which were in themselves a broad-gauged business education. Any form of self-analysis other than the inevitable self-analysis that follows unexpected failure, seemed to me entirely morbid. I had seen too many men kill their present and future by dwelling too much on their past, not to recognize the dangers of too intense or too frequent introspection. Then a friend sent me a chart which I have reduced to word form. It would be a pleasure to give full acknowledgement to the author, but, unfortunately, I have neither the name of the inventor nor the publication (if any) in which it appeared.

The chart, which accompanies this article, expands the qualifications of

"The One-Hundred-Per-Cent Executive" through three major into thirty-five minor divisions, covering Personal Efficiency, Marketing Efficiency and Administrative Efficiency.

My method of using this analysis was to locate by it my outstanding weaknesses. These chanced to be Market Analysis; Banking and Business; Financing a Business; Principles of Accounting; Graphic Charts, and the Analysis of Financial Statements. It is a pleasure to show specifically just how I sought to change these weaknesses into points of strength.

It Is Not Folly to Be Wise

Taking my last item first, "Analysis of Financial Statements," I have had almost more than the average working knowledge of credits and collections. For years I have enjoyed the close friendship of eminent credit men. To these two facts I attribute the reason for my weakness. For there was always at hand a friend who was also a nationally accepted expert in credit matters, to whom I could turn and from whom I could secure pre-digested information. For example, up to the time that I recognized that I was weak on "Analysis of Financial Statements," hardly a week passed that I did not refer to one of my friends one of Dun's or Bradstreet's special reports with some such notation as, "I'd appreciate it a whole lot if you'd tell me if the accounts outstanding as shown are in proper balance to the inventory values given by this prospective customer." Invariably my request met with a "Yes" or "No" type of reply.

From the moment I recognized my weakness I sought the counsel of these same men—but from then on, to learn from them not concrete answers to concrete questions, but the knowledge which enabled them to solve my problems.

It was not easy for me to correct my weakness in connection with "Graphic Charts." In fact, it was only through

the proof that the real executive should have an actual rather than an imaginary knowledge of graphic charts, that I forced myself to overcome this weakness.

The two reasons which made it difficult for me to take an interest in graphic charting were my weakness as a draughtsman and my ability to visualize from tabulations. Because of a memory trained in school-days under a real expert, I have always been able to visualize figures and make them talk to me. What I did not realize in my early years in business was the tremendous mental strain caused by this visualization. With the best of training and the soundest of systems, the amount of concentration required is so great as to be trying. The net result is that by the time statistics are visualized mentally—seen in the mind's eye—the brain is ready to relax rather than keen to use the visualization.

Facts from Charting

This truth was not one which I discovered in its entirety until I commenced to solve my problem of coming on intimate speaking terms with graphic charts. Because I have an immense amount of business reading which is part of my day's work, I found that even the best of books on graphic charting left much to be desired. In this case I needed pre-digested mental food. So I sought in my acquaintance those who used graphic charts effectively. But it chanced that no one of my friends was more than an appreciative novice in this line.

Finally I found in the faculty of a nearby school of business administration a professor who knew both charting and business. With the tremendous shortening of distance made possible through good roads and the automobile, it was not a hardship for either of us to spend an evening together each week, alternating between his home and my own. Indeed, this came to be somewhat of a social function in which our wives participated. I count among the most en-

joyable evenings of the past two years those which included a few rubbers of auction bridge; an hour of discussion of graphic charts; something unusual in the chafing dish, and a dozen miles of parkway and crisp night air.

The first evening proved to me that my reluctance was that caused by ignorance. My abysmal lack of knowledge of what could be accomplished by graphic charts disappeared, and instead of reluctance to give them a place in my daily work I found that I had constantly needed them and had frequently spent a hundred dollars in time and clerical expense, where existing figures reproduced in chart form would have served my purpose. For example, our sales manager recently convinced me that we needed to stimulate our retail customers by turning over to them orders secured from consumers.

This resulted in his bulding up a force of seventy-four house-to-house canvassers. In endeavoring to compare their work and the results of their work in the thirty-six items they sold, I found it impossible to visualize clearly from figures. So with the aid of my tutor a chart was prepared which shows me daily, with only fifteen minutes' study of a single chart, the relative standing of each man on each of the thirty-six products; the average sales and each individual's comparative standing; industry—as represented by calls per day; success—not alone in dollars, but also in the number of sales per number of calls actually made.

Another chart prepared weekly gives me in another quarter-hour a territorial exposition. This shows on one piece of paper the twelve main factors. It enables me to see the result of the cooperation of our branch houses in each of the territories; work of the crew leaders and of the field managers. It shows, also, the sales resistance offered by our different competitors in different territories.

But it is not for the mere pleasure of the knowledge obtained that these charts seem worth while to me. They point instantly to the weaknesses of each man, and bring to light at a glance weaknesses which otherwise would be concealed in the mass of figures on which the graphic charts are based. They show to our sales department just how to be of service to each man in correcting his weaknesses.

One of the visualizations difficult from mere figures, which has become a pleasure rather than a task through the knowledge of the possibilities of graphic charts, comes in connection with our branch houses. It takes minutes where

it formerly took hours for me to compare fairly and promptly the work of our branch houses. In such factors as speed of deliveries; cost per order in each of four dollar-and-cents groups; credit losses; average number of days overdue on outstanding accounts; cost of correspondence; turnover of stock; percentage of orders incompletely filled, and number of errors committed.

The first month after these and other points were covered by graphic charts, we were able to cut down the investment in stock carried by something over \$60,000. We have reduced the cost of

on fairly legitimate grounds for not taking up my problem of learning what an executive should know about accounting. For several months more I produced unsound but sufficient reasons for not tackling this problem. Finally, my self-respect drove me to the decision that I would at least face the situation by finding out what I must know to relieve my intentional ignorance.

Only the positive necessity of securing food, shelter and clothing for myself and my family would at that stage have made me study accounting single-handed. The very idea of the first steps filled me with loathing—literally. So, instead of starting with the first steps, it occurred to me that my one way of approach was from the top. So I sought through my address-book for personal friends who were on the "control end" of large enterprises. From several of these I selected a man with whom I had spent several enjoyable vacations. A man in his early forties, he had made a reputation for himself in reorganizing a popular-priced department store; placing on its feet a huge men's furnishing enterprise that was on the verge of bankruptcy, and finally becoming the controlling stockholder in a large machine company. It was necessary for me to travel several hundred miles to see him. But I felt entitled to a vacation from my desk as a reward for doing something which I most decidedly disliked to attempt.

From the moment he showed me that our business was really a collection of allied units rather than a single homogeneous organization, until proper accounting control methods were installed, my heartiest interest was enlisted. When he took me behind the scenes of the slumps of big businesses apparently ably managed and amply financed, and illustrated his point by directing my attention to their failures and near-failures, I could but believe that he was justified in the importance he placed on the control through accounting methods.

Today, as a direct result of my first visit to this friend, we have a control accountant with five assistants. This means an additional salary overhead of \$12,000. But this was not incurred until it was proved to me beyond a doubt that the one economical way we could check our sales as against our manufactures was through control accounting. While it is not polite in print, I believe, to mention thefts, it is a fact that in our industry this is one of the most dangerous

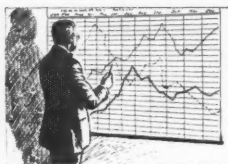
(Continued on page 522)

How Do Executives Grow Bigger?



Personal Efficiency

- Development of Personality
- Appearance
- Tact
- Self-Expression
- Self-Analysis
- Selling Self
- Health
- Concentration
- Will Power
- Effective Memory



Marketing Efficiency

- Psychology in Selling
- Business Correspondence
- The Science of Selling
- Sales Administration
- Advertising
- Foreign Trade
- Retailing to Manufacturers
- Market Analysis
- Retail Merchandising



Administrative Efficiency

- Business Economics
- Organizing a Business
- Business Law
- Industrial Organization and Management
- Employment Department and Employee Relations
- Banking and Business
- Investment and Speculation
- Financing a Business
- Credit and Collections
- Retail Store Management
- Principles of Accounting
- Cost Accounting
- Graphic Charts
- Analysis of Financial Statements
- Railway Traffic and Transportation
- Office Organization and Management

correspondence by two and three-quarter cents on "fill-in" and circular matter.

Simply because this weakness of mine was pointed out, I have overcome the weakness to such an extent that, without even the suggestion of my tutor, I know what I need visualized; roughly, how I wish it visualized by graphic charts, and how to use quickly and profitably the information furnished me in this form.

No one could possibly dread the acquisition of knowledge on any phase of business more than I did that of "principles of accounting." Even though mathematics in their highest forms have been child's play for me—so that before my junior year in college I had exhausted the possibilities of our then existing curriculum in "Higher Mathematics," there has always been something about accounting personally distasteful to me. My secretary has reason to agree with this statement, since it is hardly possible that anyone's personal checkbook could be more plain proof of a hatred of even elementary accounting.

For several months I excused myself

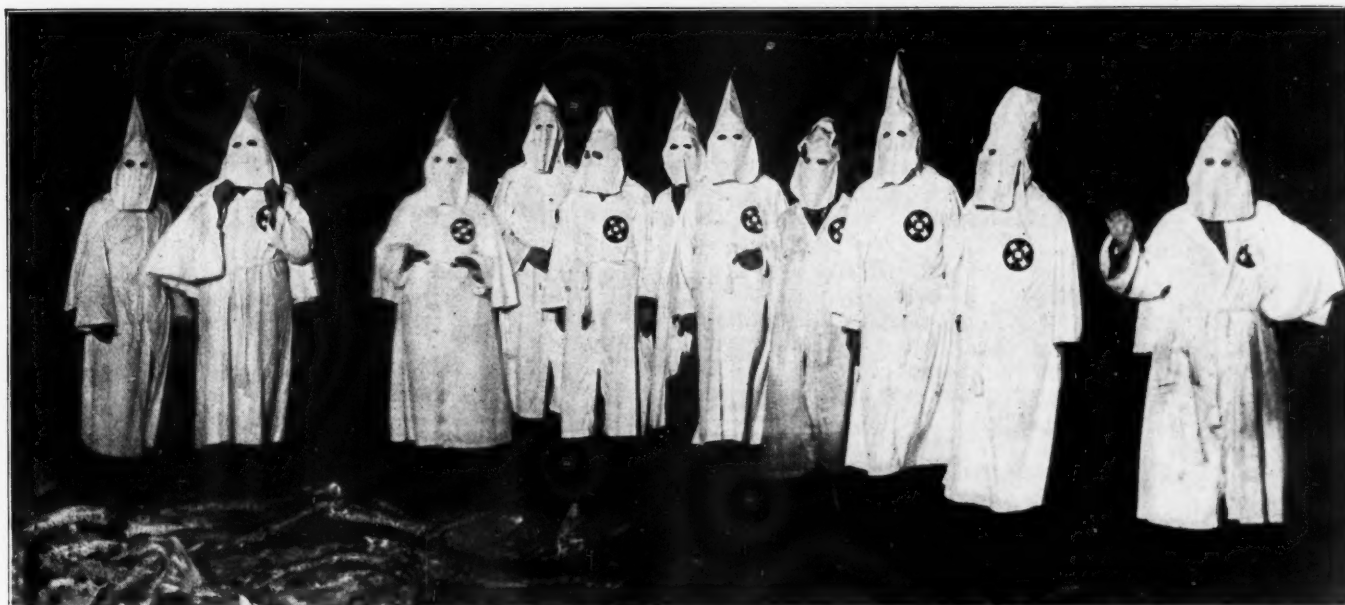


PHOTO BY UNDERWOOD & UNDERWOOD

The lure of mystery injected into the Federal Truck Salesmen's Club has made the men work like Trojans to qualify as members.

How the Federal Truck Salesmen's Club Cut Selling Costs

An Interview by D. G. Baird with

R. H. Crooker

Federal Motor Truck Company

The plan described in this article worked so well that the forty members of the "True Trux Clan"—one-twelfth of the entire selling force—sold nearly one-half of the total factory output of trucks. Today every salesman is fighting to qualify as a member. The plan itself is notably simple and will work equally well in almost any line of business.

IF ANY sales executive doubts the value of a star club for salesmen, I just wish he could attend one of the conventions of our True Trux Clan," declares R. H. Crooker, director of sales promotion for the Federal Motor Truck Company, Detroit, and organizer and "Imperial Grand Lizard" of the "Clan."

The "True Trux Clan" to which Mr. Crooker refers is composed of the "star" salesmen employed by Federal truck distributors throughout the country. At the invitation and expense of the company, these men convene in Detroit in December of each year for a session of four days' instruction, fellowship, sight-seeing, and general entertainment. The "clansmen" of course have a very enjoyable time and return to their respective fields of labor filled with enthusiasm and new selling methods.

The forty men who at present constitute the membership of the club sold forty-two per cent of the company's product last year. They sold ten per cent more than they had set as their quota for the year, and the quota was considerably in excess of that established for the preceding year. And then they showed their spirit by increasing their requirements for membership thirty per cent for 1923. The club more than doubled its membership last year, and it is expected that a

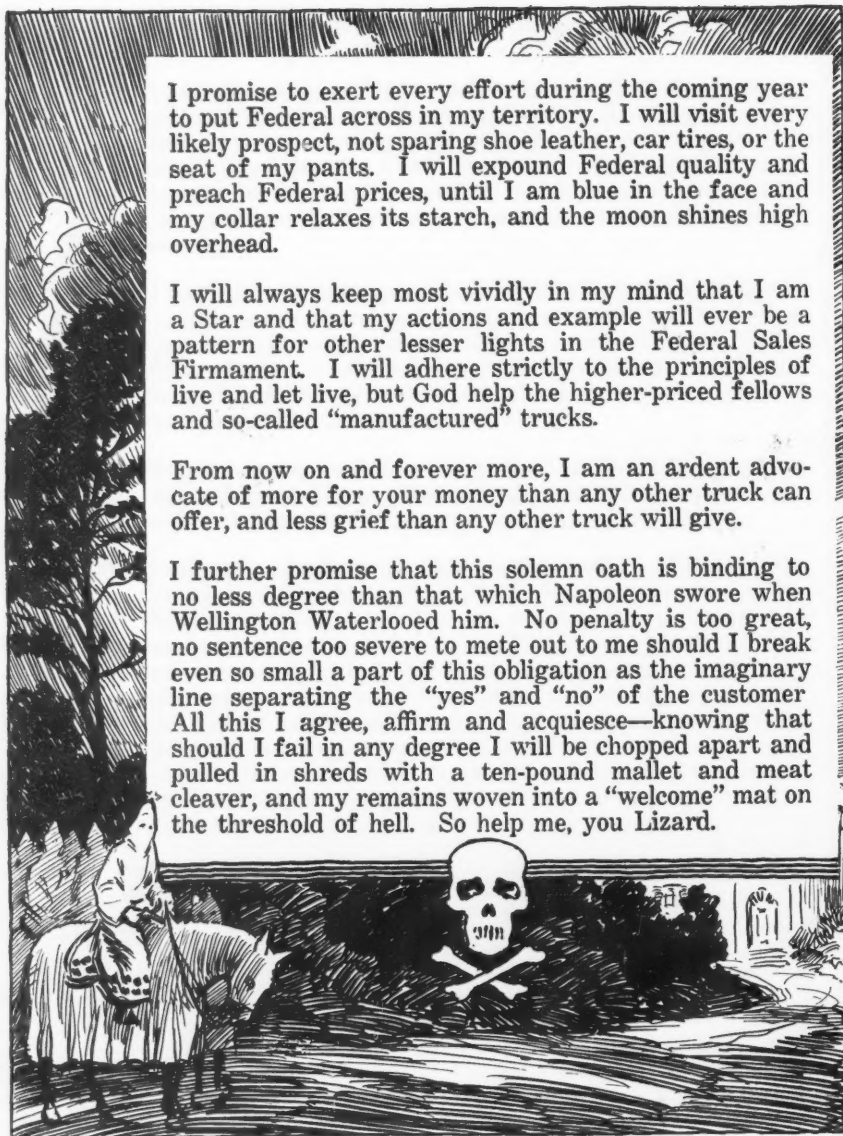
corresponding increase will appear this year, in spite of the rigid requirements.

"The primary purpose of the organization," Mr. Crooker explains, "was to reduce the loss occasioned by the rather heavy labor turnover among our salesmen, and particularly by those who overdrew their accounts with the distributors and then skipped out. A truck salesman doesn't make a sale every day, by a long shot, and it is frequently necessary to give the men the advantage of a drawing account to tide them over dull periods in their sales. Many of them would get in pretty deep with their distributors in this way, then walk off and leave them the loss. This not only hurt the distributors who had to stand the loss, but it occasioned an abnormal labor turnover that was not at all good for anyone concerned. Obviously the thing to do was to attract better salesmen and then hold them."

"With this in view, I undertook the formation of a star club some three years ago. Membership was limited to those salesmen who should sell a certain number of new trucks during the year, and the reward was to be a trip to Detroit at the expense of the company. To heighten the interest, we added a bit of horse play, with initiations, rituals, and the like, and named the club 'The True Trux Clan.'"

"It wasn't easy at first. I had to sell the salesmen on the idea. This I did by writing them personal letters addressed to their homes, writing to their wives and appealing to their pride, sending out circulars and pictures of places of interest in Detroit, particularly of our plant and other automobile and allied manufacturing industries, and appealing to the distributors to boost the plan. The first convention was so successful, though, that there has been no difficulty in selling the men on the plan since. Now they are so anxious to get in that they are continually trying to sell me on their qualifications for membership. They even go over my head and write the president of the company and get their distributors to write him telling him just why a certain salesman should be admitted to membership."

Mr. Crooker emphasizes the fact that the star club is strictly a salesmen's organization. The first day of their convention is always devoted to the conduct of their own affairs; the election of officers, the enactment of regulations and by-laws, and the establishment of goals and standards. They themselves determine the requisites for membership, which always consist of selling a certain number of new trucks during the following year. It is important to bear in



I promise to exert every effort during the coming year to put Federal across in my territory. I will visit every likely prospect, not sparing shoe leather, car tires, or the seat of my pants. I will expound Federal quality and preach Federal prices, until I am blue in the face and my collar relaxes its starch, and the moon shines high overhead.

I will always keep most vividly in my mind that I am a Star and that my actions and example will ever be a pattern for other lesser lights in the Federal Sales Firmament. I will adhere strictly to the principles of live and let live, but God help the higher-priced fellows and so-called "manufactured" trucks.

From now on and forever more, I am an ardent advocate of more for your money than any other truck can offer, and less grief than any other truck will give.

I further promise that this solemn oath is binding to no less degree than that which Napoleon swore when Wellington Waterlooed him. No penalty is too great, no sentence too severe to mete out to me should I break even so small a part of this obligation as the imaginary line separating the "yes" and "no" of the customer. All this I agree, affirm and acquiesce—knowing that should I fail in any degree I will be chopped apart and pulled in shreds with a ten-pound mallet and meat cleaver, and my remains woven into a "welcome" mat on the threshold of hell. So help me, you Lizard.

At "great expense" and "risk of life" SALES MANAGEMENT presents a portion of the "secret" ritual of the noble order of "True Trux Clan"

mind, though, that members must maintain their records in order to retain their membership. In spite of this feature, the convention invariably raises the standard, the increase this year being thirty per cent. They take great pride, Mr. Crooker says, in announcing to the president of the company, "We promise you so many trucks in 1923, sir!"

The first evening is taken up with initiations and nonsense. As the name "True Trux Clan" indicates, the organization is a take-off on one of the prominent secret societies. This idea is followed throughout, the members being robed and hooded and the chief officers being the "Imperial Grand Lizard," "First Grand Sobling," and "Second Grand Sobling." The "repeaters" initiate new members and the officers give the repeaters additional degrees. Considerable ritual is featured, all of which is good advice clothed in humorous or figurative language and symbols. The robed and hooded candidates are taken through the plant, given a ride on a carrier, and subjected to other harmless, though hair-raising, experiences. Refreshments and singing follow and conclude the evening's work. For the sing-

ing there is an orchestra and a song leader and the songs are special ones made up for the occasion and sung to popular tunes.

Notwithstanding the fact that this is a vacation for the club members and they are "out for a good time," activities begin promptly at 8:30 each morning. At this hour on the second day they are in the hands of the engineering department, members of which conduct them through the plant, then take up the new models and go over them from stem to stern, explaining everything necessary and incidentally giving the men new ideas.

The days are devoted to what might very well be termed a sales school, while each night affords some new entertainment. The president of the company and every department head makes a talk to the men at some time during the convention. They are taken through allied plants, such as that of the Timken Axle Company, and through other great factories such as Ford's and Packard's. One evening they have a theater party, another a banquet at a downtown hotel, and another to do as they please. All expenses are borne by the factory, including railroad fare, hotel accommoda-

tions, and entertainment. In addition to this, however, the men assess themselves dues of six dollars a year for the purchase of "extras" during the convention.

"It's a hectic occasion," Mr. Crooker declares, "and everybody has a royal good time. At the same time, though, the men get a lot of real instruction and inspiration that cannot but make them better salesmen when they go back home. Just before the convention opens we have a meeting of all department heads and lay plans for the occasion, placing especial emphasis on pitching enthusiasm to the very heights and impressing the men with the fact that we are a live organization. Then during the four days of the convention, everybody, from the president to the office boy, thinks of absolutely nothing that doesn't concern these men."

When the club members return home and tell others of what a great time they had in Detroit, the others of course become anxious to get into the club so that they too can make an annual trip to headquarters and have a big time at the company's expense. Not only so, but the usual reward of merit, in the form of larger commissions, is supplemented now by three prizes for the leaders and are valued at \$250 and up.

A Plan That Reduces Turnover

"The plan has been eminently successful," Mr. Crooker asserts emphatically. "It has reduced labor turnover to a minimum, it has promoted untold loyalty and fellowship, and it has increased the sales of trucks to a surprising extent. High grade men are now going to our distributors and asking what they would have to do to become members of the star club if they should become Federal truck salesmen. Seventy-five per cent of our star men of 1921 were repeaters in 1922. Practically every salesman in the organization is striving to become a member. We know because we have their letters and the reports from the distributors. The men are continually raising the standards, though, because we want to make this something worth striving for. Of the five hundred or more men who are eligible, only forty made the grade last year. There'll be more this year.

"One super-salesman joined our New Haven organization last year just three months before the end of the club year and wrote and asked me whether he could qualify for membership if he sold the requisite number of trucks in three months. I told him to go ahead and he did it.

"Here's a telegram I'm just sending to a salesman in Birmingham, Alabama. He bet me a new hat he'd sell a hundred trucks this year and he has just written me that he sold eighteen last month. I'm wiring to ask what size hat he wears.

"We had another man who was about to quit last April. He came to me and told me he didn't think he could succeed as a truck salesman. I got him interested in the club and he made it by December.

"Some of the best friends I have are members of this club. We all get acquainted during the convention, then we write one another during the year, and it develops a wonderful amount of good fellowship.

Why I Study the Mistakes of Salesmen

By Darby A. Day

Mr. Day has been an insurance agency manager for twenty-one years and is at the head of what is reputed to be one of the largest insurance agencies in the world—employing 275 salesmen, with an annual business in force, last year, of \$285,000,000. In 1922 his salesmen produced 12,001 applications for \$56,287,000 with 10,204 policies in paid-for business amounting to \$37,287,000. He has built this agency from fiftieth to first place in twelve years. Mr. Day is president of the Chicago Life Underwriters' Association, president of the Chicago Sales Executives Association and vice-president of the Mutual Life Insurance Association.

LAST week one of our junior salesmen came into my office. He had been with the company three weeks. "Why are you here?" I asked.

"I was sent for," he replied.

"Why did I send for you?" I asked again.

"I don't know."

"Why don't you know?" I insisted.

"I haven't been informed," he answered.

"Why not guess?" I said.

"I presume because my business is poor," he admitted.

"Why is your business poor?"

"I just can't get it."

"Why can't you get it?"

"I don't know."

And I went on with what I call our "Why Quiz" until this new man in self-defense was forced to admit one of three things: Inability, inactivity, or misapplication. Fortunately it was the last of these three, as he told me that he had worked hard ten hours a day.

Then I said, "Tomorrow go right across the street and lean up against that building, and the next day and the next day, and the next day. Keep it up long enough and hard enough and the building will topple over."

How Appearances Count

The fellow looked at me as though he thought I was just a little off. Then I continued, "There's an easier way to tear that building down or to build it up; and that is to start at the top and take off one brick at a time, or start at the bottom and pull the foundation out from under it. Didn't you think of that? What you are trying to do in the life insurance business is to tip the building over by main force—you are not using your head. You have got to do something more than work; you have got to work intelligently."

Then I took out of my desk four "Self-Analysis" cards, (shown herewith) handed him two, sent one out to the assistant agency manager, and kept one myself.

"Now take two of these cards home with you," I said, "and sit down and answer offhand each one of these questions about yourself—put the answer down just as soon as it comes to you. Keep the other card for a more thoughtful analysis. Give yourself an icebox examination and put down after each heading, a cold calculation of your grade. Fifty per cent is passing. If you will be absolutely square with me and will bring in your two cards—then I can help you to overcome your difficulties. Take the

subject of your "appearance." Analyze the way that you dress. Are you dressing to please the flappers and the cake-eaters, or to make an impression with solid-minded business men? Remember



DARBY A. DAY

that your appearance does the same thing the first minute of the interview that a show does when the curtain goes up—if it's wrong it takes you an entire 'act' to come back."

I took my card and filled it out according to my impression of the young man, the assistant agency manager did the same, the salesman brought back his cards, we compared the four, and I am starting now to eliminate his weaknesses and make a salesman out of him.

I have been twenty-two years a manager of agencies and have had ample opportunity to observe and study the methods employed by men engaged in similar work, and to observe the trend of periodic changes, with a view to fitting methods to the times and conditions prevailing. It has been my observation that many agency managers fail in the development of a large and successful agency for the reason that they seek and study only the examples of conspicuous successes. Emulation of the successful producers, of men in business, is just as impracticable as is the attempt to emulate a successful doctor or lawyer by copying the outstanding and noticeable qualities possessed by him. Therefore, in building what is now reputed to be the

largest agency in the world, it has been my effort to study the mistakes, rather than the successes of other men, and to observe the mistakes of our own methods, by a process of elimination of the undesirable, creating a more concrete effectivity—by elimination, rather than by addition to that which we already have—working upon the theory that simplicity, directness of purpose, and dealing in the concrete rather than in the abstract has a more direct, constructive force than by adding all of the positive qualities and dynamic forces possible of acquisition.

The Salesman's Stock in Trade

In dealing as we do with a commodity the returns from which are long deferred, in many instances are to come after one's demise, the stock in trade of the salesman is very largely personality. In the various schools and treatises on salesmanship, it is my frank and candid opinion that too much stress is placed upon the "ologies" and "analyses" of various kinds and descriptions—usually above the comprehension, at least in terminology, of the ordinary layman. We, therefore, in the development of our sales force, endeavor to deal in the simplest forms, covering the various functions of approach, presentation and closing. We work very strongly upon the Lincoln theory—that all men are created equal—and emphasize with equal strength the fact that those who rise above the level of their fellows do so by virtue of their own determination, their own initiative, their own effort, and their own capacity—we, in our supervision, simply serving as a brake to stop excesses, as a prod to punch the laggards, as an equalizer to balance their argument, as a stabilizer by furnishing them with the fundamentals and principles of life insurance and a sufficient amount of the technique of elementary salesmanship. And we then let them paddle their own canoe, impressing upon them that the canoe is headed upstream and that paddling must be done, or the current will carry them down to the harbor of defeat and failure.

Life insurance has long been rated as a "specialty" by salesmen, and while it is fast becoming a "staple," it must be still rated with those articles that require selling, not order-taking. However, in the training of its salesmen, it requires entirely different methods than would be used in preparing men to go out with cash registers, typewriters, etc. The man with cash registers would find that the needs of every druggist he calls

The new man is given a general talk on what life insurance does and is furnished with three small booklets containing hints on soliciting, together with a textbook showing how rates are made and demonstrating the technical side of the business in a very complete but simple manner. After he has read these books, he may ask questions and receive a full explanation of what he does not understand. Then the uses of the rate book are shown him. He also receives specimen copies of the various policies together with instruction as to how to fit the policy to his client's needs. At this time, too, the rule book is explained. He

As to the question of joint work, and work with an instructor on the firing line. I knew a sales manager who took over a sales force of seven men who had

A statistical department, in charge of an instructor of agents, is maintained for the purpose of instructing new men, providing work sheets, illustrations and methods of presentation and comparison, so that the new men may not fall into the error of criticising, depreciating, running-down, knocking the policies of other companies, nor yet the methods of other sales-

It is a definitely established program that the individual, as well as the agency collectively, shall show approximately ten per cent per annum increase in efficiency, or production, and those who do not are called upon for explanation. It is difficult, of course, to conduct an agency in which the compensation is wholly that of commission for business accomplished, upon a plan of rigidity and strict accountability, and it takes time and much persuasion often to convince the men that this insistence that they

Three men fill in these cards on each salesman. Then Mr. Day has a basis on which to begin training his men.

So you see I am in favor of putting the new man on his own resources as quickly as possible, and of guiding, rather than supporting him until he can walk alone. In this way, he arrives much sooner and gets that confidence he must have. When one of the older men hits a slump, as they sometimes do, we encourage them to team up with somebody else for a short time to encourage each other, but more especially to make each other work.

Chasing the Price-Maintenance Rainbow

By Roy W. Johnson

There has been a lot written and printed about price maintenance by men whose hope influenced their opinions. This is the first article ever printed from an authoritative source that reviews the whole situation from an unbiased and dispassionate viewpoint—stating facts regardless of whether they are pleasing or not. For many years Mr. Johnson has been a close student of legislative matters that effect the problems of distribution and marketing. In an early issue he will contribute an article suggesting an alternative method of handling the price-maintenance question which has some promise of success.

BACK in the spring of 1914 the present writer assisted, in a humble, subordinate capacity, at the birth of an epoch. So, at least, the program stated, and there was much oratory on the occasion to the same effect. Mr. Louis D. Brandeis, soon to be appointed to the Supreme Court of the United States, Mr. Henry B. Joy, the president of the Packard Motor Car Company, a distinguished member of Congress from Ohio whose name I have forgotten, and others, all joined in celebrating the commencement of the new era. There was music and revelry, the grand ballroom of the Hotel Astor resounded with the cheers of the fortunate 600, and libations gurgled joyfully from the throats of tall bottles. Beyond question the hour had struck, and when the supreme climax of the evening arrived strong men broke down and wept on one another's necks. A bill was to be introduced in Congress which would forthwith and forever prohibit the practice of predatory price-cutting, and enable the manufacturer to control the price at which his goods should be offered to the public.

The Promises of Congress Fade Away

Under such resounding auspices was born the Stevens-Stephens-Kelly-Merritt Bill, which has been introduced and reintroduced by at least four successive generations of congressmen, which has always enjoyed "excellent prospects of being passed at the present session," but has consistently shrunk like the timid violet from encountering the cold blasts of debate. In spite of the magnificent output of optimistic bulletins, it remains in the pigeon-hole of the committee on interstate commerce until the commencement of a new session breaks its slumber long enough to get it reintroduced, after which it goes to sleep again. And unless there is a radical change in human nature, candor compels the admission that it is likely to go on leading the same tumultuous existence to the end of the chapter.

A great many sales executives are genuinely interested in the subject of price-maintenance, and have often spent much money and energy in efforts to secure its benefits. Many thousands of dollars have been spent in pursuing forlorn hopes in this direction, of which the ill-starred enterprise of the Stevens-Kelly-Merritt Bill is only a single example. There can be no objection of

course, if a business man chooses to spend his own money in support of projects which appeal to him, but he should clearly understand what he is up against. Chasing rainbows may be magnificent sport, but it is hardly profitable as a practical occupation. It seems worth while, therefore, to subject the price-maintenance rainbow to a brief analysis, and at the same time to point out an alternate course of procedure which presents at least the ghost of a promise of success.

Very little objection can be raised to the orthodox, abstract theory of price-maintenance. So long as it remains an abstract doctrine, its respectability is not likely to be seriously challenged. But when it comes to applying this abstract doctrine to the practical affairs of a business world in which self-interest is still the dominating motive, we run into serious difficulties. It is one of those beautiful theories which "ought" to work perfectly, and would, in a relatively perfect and transparent state of society; but which under actual conditions tend to produce worse evils than those it is intended to prevent. This is so obvious, that the courts have consistently forbidden the practice on grounds of public policy, and the Federal Trade Commission has taken action in scores of cases involving attempts to control resale prices. No scheme of this character is likely to be sustained by the courts for a moment, simply because the interests of the public take precedence over the interests of any manufacturer or group of manufacturers, and it is not in the public interest to confer any such rights upon anybody.

When Fact and Theory Clash

It is preeminently in the public interest, for example, to have goods manufactured at the lowest possible cost, and to have them distributed as cheaply as possible. The public is clearly entitled to the benefit of every economy of operation that can be devised, whether in manufacturing processes or in distribution. The public welfare demands that producers shall at all times be alert to prevent waste and extravagance, and to adopt every possible means for improving processes and reducing costs. And the greatest incentive toward this end is the competitive system, whereby the manufacturer who can reduce his costs is enabled to undersell his less efficient competitor. The latter, in turn, is com-

pelled to introduce economies, or submit to a loss of business.

Now if you establish a system of price-maintenance, whereby the purchaser of the goods is prevented from selling them below an arbitrarily fixed price, the force of that incentive is materially reduced. Theoretically, of course, the manufacturer will reduce his costs as low as is possible, will exercise every economy of management, and will share the benefits with the public in the form of reduced prices. Practically, being a human being, he will do nothing of the sort in nine cases out of ten. If he is able to reduce his costs, he will snuggle cheerfully under the protected price umbrella and make more money without the effort of increasing his volume at a lower price. His competitors will not be compelled to introduce economies in their turn, because his increased prosperity does not affect them, and costs them nothing. The protected price could be made, in plain terms, a magnificent device whereby the producers in a given field could divide the business among themselves, and proceed upon the policy of letting well enough alone. It could become a most potent weapon of monopoly, and this is what the courts plainly see. To legalize any system of price-maintenance is against public policy because it throws the door wide open to restraint of competition.

Price-Maintenance and Trade-Marks

The history of the subject is full of attempts to evade that doctrine by one subterfuge or another, without success. As long ago as 1909, in the case of *Bobbs-Merrill vs. Straus*, the Supreme Court declared that the possession of a copyright gave the publisher no right to specify the price at which books should be resold by a bona fide purchaser. Then, in 1911, came the case of *Dr. Miles Medical Company vs. Park & Sons* in which the court declared it illegal to make contracts with wholesale distributors which provided for the maintenance of resale prices on the part of retailers. To use a military figure of speech, the process of driving back the advocates of price-maintenance from one prepared position to another had begun. Also the theory of price-maintenance as a protection of trade-mark rights came into full bloom about this time, and the real struggle with the courts began.

The next position assumed by the price-maintenance crusaders was based

upon the patent law. It happened that a decision had been rendered by the Supreme Court (in the case of the Dick Mimeograph Co. vs. Henry) in which the court divided four to three in favor of the conclusion that the maker of a patented machine could sell it with an understanding that only certain supplies or accessories should be used with it. If the purchaser used "unauthorized" paper or ribbons on his mimeograph, for example, it might be construed as a violation of the patent covering the machine. Very well then, said the price-maintenance people, if the monopoly to "make, use and vend" conferred by the patent law can be extended to cover the supplies which are used with a machine, why cannot it be extended to cover the resale price? If the mimeograph crowd, by giving the purchaser notice, can make him buy certain ink or paper to use with the machine, why can't we do the same thing as regards prices? If the purchaser doesn't want to use the ink and paper, he doesn't have to buy that particular machine, and if he doesn't want to pay the fixed price for our patented product he can buy something else.

The Victor-Macy Case

That seemed logical, no doubt. But when the question came before the court in the Sanatogen case (Bauer vs. O'Donnell), the court declared that it was one thing to sell a patented machine direct to the user with a specific mutual understanding of the conditions of sale, and quite another to put a product on the open market with a mere notice to the effect that it was not to be sold below a certain price. When the producer put his product on the open market he had parted with his exclusive "right to use," and he could not thereafter reassert it by a mere notice attached to the package.

The Sanatogen case, though technically a defeat, raised numerous hopes in the price-maintenance breast. Though the court had carefully refrained from saying so, it had yet implied that if the manufacturer had not definitely parted with his exclusive "right to use," he might maintain the price. At any rate, that was the interpretation quite commonly put upon the court's dictum, and a large number of concerns apparently convinced themselves that this sort of legal hair-splitting could be relied upon to solve the problem.

The Victor Talking Machine Company, among others, proceeded to adopt a new form of license agreement, by the terms of which its products were not "sold," but were merely "licensed for use" upon payment of a certain royalty. Title to the goods remained with the manufacturer, and if the user violated any of the terms of the agreement, the company might exercise the right to repossess the goods upon an equitable basis. The experiment was widely discussed, and considerable dust was kicked up over the announcement that the Victor Company had brought suit against R. H. Macy & Company for selling machines and records at cut prices.

Again the fight was carried to the Supreme Court, which so effectively disposed of the matter that the theory of

price-maintenance based upon the patent law went into a decline, and practically disappears from the record. Though its opinion was expressed in carefully guarded legal phraseology, the court could hardly fail to grasp what was well known to everybody else who was interested in the subject: that the new license agreement was merely a technical device for the purpose of preventing price-cutting. In effect, therefore, the court brushed aside the mere technicalities, and decided the case on the basis of public policy in favor of R. H. Macy & Company.

The Ever-Present Sherman Act

After the Victor-Macy debacle, as already stated, the patent law was virtually abandoned, and the price-maintenance cohorts fell back upon the right to "refuse to sell," to price-cutters. If the courts could not be persuaded to legalize any positive system of resale price control, approximately the same result might be secured by keeping the goods out of the hands of those who were known to be disposed to cut prices. A trader's unquestioned right to choose his own customers was relied upon to afford a measurable degree of price control, by preventing price-cutters from getting appreciable quantities of goods.

This doctrine, however, promptly fell foul of the so-called anti-trust laws. The trader's right to choose his own customers is unquestioned only so long as it does not result in restraint of trade, or tend to restrict competition. Perhaps as clear a statement of the accepted doctrine as can be found is contained in the Supreme Court's opinion in the government's case against Colgate & Company, where the court said:

"In the absence of any purpose to create or maintain a monopoly, the act (i.e., the Sherman Act) does not restrict the long-recognized right of trader or manufacturer engaged in an entirely private business, freely to exercise his own independent discretion as to parties with whom he will deal. And, of course, he may announce in advance the circumstances under which he will refuse to sell."

This pronouncement of the Supreme Court was rather widely accepted as a solid foundation upon which a definite system of refusing to sell to price-cutters might be erected. And in the process the clause which qualifies the whole paragraph (italicized above) was too frequently overlooked. It was somewhat rashly assumed that the Colgate decision established positive and unqualified rights with respect to "cutting off" dealers and jobbers who did not observe price schedules, including the maintaining of lists of "unfair" dealers, the circulation of such blacklists, and so following. "So long as we do not make any 'agreements' with anybody such as were prohibited in the Miles Medical case," said the protagonists of this theory, "we are perfectly safe in requesting and insisting upon the cooperation of the trade in maintaining prices."

That was the theory which was ultimately tested out in the Beechnut case, which came to the Supreme Court on

appeal from an order issued by the Federal Trade Commission. The company specifically admitted that it maintained what practically amounted to a boycott of dealers and jobbers who did not maintain prices, but great stress was laid upon the fact that nowhere did it make any contracts or exact any agreements looking towards that end. The court declared however, that "The specific facts found show suppression of the freedom of competition by methods in which the company secures the cooperation of its distributors and customers, which are quite as effectual as agreements express or implied intended to accomplish the same purpose." The Federal Trade Commission's order was upheld in all essential particulars, and while the company was not enjoined from "refusing to sell," it was forbidden to put into practice the methods which alone could make such a policy effective on any wide scale.

This closes the history of attempts to make price-maintenance effective through the medium of court decrees, so far as cases of any vital importance are concerned. It is not impossible, of course, that some new theory may be developed, but the record of achievement down to date is scarcely what one would call encouraging. The Supreme Court has a disconcerting habit of looking straight through the superficial texture of finessed technicalities, and discovering the real purpose and effect which is to be gained. And so long as the laws governing business competition remain as they are today, there is very little likelihood of securing the aid and comfort of the courts for any theory of price-maintenance short of a heaven-sent revelation.

The Farm Bloc Intervenes

The force of that conclusion was sufficiently strong, nearly nine years ago as a matter of fact, to lead to the introduction of the perennial Stevens Bill. If we cannot secure price-maintenance under the present laws, said the fathers of the measure, we will change the laws. All of which represented perfectly logical and clear thinking. But it is one thing to get a bill introduced in Congress, and quite another thing to get said bill enacted into law. What the Stevens Bill would accomplish if actually enacted is an excellent subject for debate and propaganda, but a more practical question has to do with its chances of ever being passed at all. Congress sometimes does queer things, it is true, but it would take a sanguine soul indeed to believe that a majority of the House and Senate can ever be persuaded to go on record in favor of a bill whose avowed intention is to keep prices from being reduced. Imagine the gentleman from Minnabraska explaining to his constituents exactly why it is to their advantage to pay a dollar for an article, instead of getting the same article for sixty-nine cents. Imagine him demonstrating to a group of farmers (with votes) that the way to reduce the high cost of living is to prevent the prices of trade-marked articles from being cut. Perhaps you can imagine this, but the congressman can't. Not for a minute.

When Present-Day Selling Methods Become Obsolete

Socialistic Tendencies That Point to Struggle Against Rising Burden of Distribution Costs—How It Affects Sales Managers

By Eugene Whitmore

THE much heralded debate in the House of Commons on Capitalism vs. Socialism, led by a labor member, Phillip Snowden, seems, at first thought, a far cry from sales management problems in this country. Such debates have been held before. But they are now being taken seriously, on British soil at any rate. Snowden, the British labor leader, demands that the "instruments of production and distribution" be nationalized. More than that, he claims the capitalistic system has been a failure, pointing to the 1,250,000 workers in England who, he claims, are unable to obtain employment.

That the results of such political maneuvering are already reaching into the sales manager's problems is proved by the success of the cooperative merchandising movement in the British Isles. These cooperative stores sell memberships for five pounds per year, and the profits are divided among members. One of the largest has a membership of 4,000,000 consumers, and is said to have an annual turnover of \$750,000,000. They have become a real source of competition for the independent stores. Owning their own factories, and controlling sources of supply in various parts of the world they are not only a severe competitor to independent stores, but severe competition to all manufacturers.

But sales managers on this side feel that the troubles of the British sales managers are remote from our problems. Perhaps they are, and perhaps they are not. The growth of the labor movement may bring forth a group of cooperative enterprises which will give sales managers in this country the same problems to meet that the British sales managers are now face to face with. We have no intention of attempting to prophesy what changes will come about in merchandising, but we will endeavor, in this article

to point out some of the tendencies, and, if possible to show what changes are now in process, leaving it to the individual sales manager to determine for himself how they may effect his business or industry.

There are now seven labor banks operating in this country. When the Brotherhood of Locomotive Engineers organized their cooperative bank in Cleveland everyone in financial circles predicted failure. They said it was a nice plan, except for that fact that it couldn't possibly work. But it is working. Today the Brotherhood bank has a capital of one million dollars with resources of twenty million dollars. An article in the Magazine of Wall Street comments on the Brotherhood bank as follows: "Like so many projects which have been unanimously declared impossible, this Cleveland bank, far from failing, lived and grew and flourished like the green bay tree. Its resources began to climb at the rate of one million dollars a month. Today the B. L. E. Co-operative National Bank is understood to have close to twenty millions of dollars, and its position in the banking system appears to be well nigh impregnable."

There are eleven other cooperative labor banks now in process of formation. What will be the outcome of labor's mass-

ing of capital? It is perhaps only natural that they will foster enterprises friendly to labor. Some sales managers even claim that they will perhaps help finance cooperative manufacturing and distributing organizations, and with their strong appeal to labor build up a manufacturing and distributing organization that will command the bulk of business from the entire union labor field.

With the enormous farm organizations marketing lemons, potatoes, raisins, walnuts, and a myriad of other products cooperatively and the growing tide of sentiment against the high cost of distribution what can we look forward to? Will not the public rise up and demand cheaper distribution? Pick up any magazine and you'll be almost sure to find something about the cost of distribution, which is nothing more than the cost of selling. The hullabaloo created by Mr. Hoover and his simplification plans is nothing more than an attempt to get some definite workable method of cutting the cost of distribution. The Joint Committee of Agricultural Inquiry which has had sales managers and marketing interests on the witness stand is another official attempt to find out why it costs so much to sell.

All this activity is focusing the responsibility for higher costs directly onto the shoulders of the sales manager, who must be ready to meet changing conditions—who must so formulate his policies so that he will be the first to take advantage of each change as it develops.

To get down to cases, let us consider the chain-store movement in this country, and then the tendency to organize great cooperative buying and selling movements such as the cooperative buying and selling chains of grocers in Philadelphia whose total membership comprises some 2,600 retail grocers as members,



and another association which comprises some 900 druggists.

Speaking before the St. Louis Sales Managers' Bureau, A. L. Meyer said, "In St. Louis today we have 465 chain stores and 2,200 independent dealers. In 1919 we had 2,970 independent dealers and about 30 chain stores." Thus we see independent retailers are disappearing in St. Louis at the rate of about 200 per year.

What does this mean to the sales manager? It means that he must "get right" with the consumer. Chain stores will not stock new products, or slow-moving products, without an insistent demand on the part of consumers. In St. Louis it means that there are 465 stores where buying is done on a more or less scientific plan, whereas in 1919 there were only 30. More scientific buying on the part of retailers must of necessity mean better sales management. It means that old methods of guesswork must go.

The Penalty of Slip-Shod Selling

For a moment let us peer into the chain-store movement. Let us see what is back of it, and why it is growing so fast. All over the country we find manufacturers with various lines of goods, shoes, hats, food products, cigars, candies, household utilities, in fact any item we may mention, whose sales are spotted. Their products have been put on the market in a haphazard, come-easy-go-easy plan. Distribution starts in the neighborhood of the factory. It grows without any plan.

As a rule these products are slow sellers compared with the nationally known brands. They are slow turnovers in the merchant's store. The chain stores will have nothing to do with these products, unless consumer demand forces it on their shelves. These localized brands will perish unless they are made more mobile. The small manufacturer is doomed unless he can create quicker distribution methods for his products. This can be done by concentration of demand in a smaller territory. Instead of having a salesman, say in Detroit, another in Indianapolis, another in St. Paul and one in Cincinnati, all of whom skim over large territories, selling wherever they can, and causing spotty distribution, slow turnover and inadequate consumer demand, he will be forced to concentrate his sales efforts to one large city and surrounding territory, bringing about a compact market, wider distribution, and making possible quicker deliveries, more orders, and a saving in freight rates. This will mean more turnovers per year of his brand on the merchant's shelves, and thus place his brand on a par with nationally known brands that turn rapidly.

To illustrate let me cite the case of a small food product packer. He had a force of six salesmen. One worked out of New York and in the course of a season "covered" the Atlantic seaboard south to New Orleans. Jobbing distribution was spotty, dealer distribution was less than twenty per cent. Another salesman worked Texas, Louisiana, Oklahoma and Arkansas. A like condition prevailed in his territory. Another salesman "covered" the Pacific coast, in a like haphazard manner. Chicago and St. Louis

were each headquarters for two other salesmen, and the sixth was a pinch hitter who worked out of the home office wherever fancy dictated.

Two years ago that concern was forced into bankruptcy. Although their line of products possessed considerable merit, good-will and the organization were considered nil by the receiver simply because there was not enough consumer demand in any one territory to mean anything.

In reorganizing the business an experienced sales manager was placed in charge. He selected the former best market, and for the past two years has made a concentrated drive on that market and its surrounding territory. The line as a whole now enjoys a fifty per cent distribution in that market and the leader is said to have an eighty-seven per cent distribution. Sales have exceeded the previous best year, and the company is now on a profitable basis, with a nucleus of good-will and consumer demand on which to expand into other markets. But they will not make the mistake of spreading over the country, when their salvation lies in a compact, closely knitted market with wide distribution therein.

The growth of chain stores and chain-store methods, the demands of dealers for quicker turning stocks, and the refusal of dealers to continue buying six months' or a year's supply at one time was the reason given for the failure of this business. As chain-stores grow these tendencies will increase, and it will become increasingly difficult for any product to survive without adequate consumer demand, and sufficiently mobile delivery methods to enable dealers to buy often and in small quantities.

Growth of Chain Stores

Glance over the following figures if you doubt for a minute the growing importance of chain-stores. Thirty-two chains of variety stores operate 2,250 stores, an average of seventy to each chain. Seven shoe chains operate 745 stores, an average of (in round figures) 106 stores to the chain. Thirty-six dry goods chains operate 971 stores, averaging better than twenty-six stores to the chain. Twelve candy chains operate 203 stores, and there are now more than 2,600 drug stores that are members of chains, to say nothing of the gigantic Rexall organization which is more or less of a chain. These figures are not complete. Many chains in all lines have not been included for the reason that figures are not available.

The importance of chain-stores in the grocery field cannot be underestimated. How does your product stand up under the scrutiny of the cold-blooded merchandising head of a chain-store buying department? In this field we find that one chain alone operates more than 5,000 stores, and two others more than 1,000, and at the rate the Piggly-Wiggly proposition is growing there is no telling how many they will soon have. Figures obtainable from the McGraw-Hill book on chain-stores indicate that sixty-three leading grocery chains operate an average of 214 stores for each chain, making a total of 14,495 grocery stores which are members of chains. This does not include a large variety of near-chains

that have entered into some sort of co-operative buying agreements.

Many concerns have growing pains. They want to spread out. They want to have printed on their letterheads a list of branch offices that would rival the big packers. This policy will not build a permanent business unless each new branch is established only after all other branches have attained success in the matter of sales per capita. Jumping around over the country after business, chasing booms, and trying to dodge local conditions such as crop failures, unemployment and other local causes for business slumps will not build permanent business. Once a market is entered, sales effort should be continuous, year in and year out.

The New Source of Competition

Important as the chain store problem is there are other changes taking place that are bringing about many new methods of marketing, and adding additional problems to the sales manager's job.

Competition is no longer within your own industry. The many big cooperative campaigns which have so materially increased the sale of certain commodities must have a very direct bearing on the sales of commodities not yet marketed under the cooperative plan. Suppose you sell washing machines. The cooperative campaign of the florists, or the jewelers, or the hardwood flooring manufacturers influences many dollars into their tills that might have gone into yours. Modern sales management must unite competitors into groups to help each other, rather than to fight to take business away from each other. Today we find active campaigns in behalf of raisins, oranges, grape fruit, sauer kraut, lemons, lumber, Portland cement, jewelry, common brick, face brick, paving brick, rice, silk, copper and brass, milk, coffee, electrical devices, enamelware, walnuts, grapes, and many other commodities.

What is the result of all these campaigns? To say the least it means that some industries are going ahead faster than others. If yours is included in this cooperative effort to find new customers and users, then perhaps your industry as a whole is not suffering, but isn't it reasonable to assume that if we double the sale of raisins, that some other commodity must suffer, for there is only so much money to go around?

Another new tendency in sales management is the naming and identification of basic commodities, which in the past have always been content to be sold simply as a commodity. Witness Armo iron, Tonkan metals, Bakelite, Long-Bell lumber, New Jersey zinc, Johns-Mansville asbestos, Reading iron pipe, Byers pipe, Jersey Copper screeper cloth, Redmanol, and many others. These products reach into hundreds of industries, and have their effect on somebody's sales, and in the present era of intense competition no sales manager can afford to allow his product to go out minus any possible iota of selling ammunition that may be effective in adding sales. It is just another tendency of the times which indicates the growing importance of con-

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Why American Sales Managers Often Fail in Foreign Trade

Famous International Merchant Tells How to Obtain First-Hand Marketing Knowledge of the Export Field

An Interview with Sir Thomas Lipton

By a Member of the Dartnell Editorial Staff



WHEN it comes to export trade, it will probably be conceded that Sir Thomas Lipton is in a position to speak with some authority. Less than fifty years ago he was the proprietor of a single retail grocery store, on a rather obscure corner in the city of Glasgow. Today his products are sold in practically all parts of

the civilized world, and in most countries he has tangible investments and a selling organization of his own. By his own effort and initiative he has become in a true sense an "international merchant," and is equally at home in London or San Francisco, Sydney or Ceylon, Toronto, Buenos Aires or Singapore.

We Don't Know Foreign Methods

For these reasons, among others, Sir Thomas is peculiarly fitted to comment upon American selling methods abroad. But he is also a very accomplished diplomat, and it is not often that he can be persuaded to adopt the critical attitude toward the business methods of others. In the course of a recent interview, however, a member of the SALES MANAGEMENT staff asked him point-blank, "What do American traders chiefly lack in approaching foreign markets?" and Sir Thomas answered, "First-hand knowledge of the facts."

"I have great admiration for your American business men," Sir Thomas went on. "Your energy and resourcefulness are not surpassed by any nation on the face of the earth, and your ability to cheapen production costs through standardization is unequalled anywhere. So also, I believe, is your marvelous knowledge of human psychology, which enables you to apply the great force of publicity to reduce selling costs. These factors, it seems to me, will more than offset any handicaps you may be under by reason of higher standards of living among American workers. On the other hand, when you approach the problem of cultivating foreign markets, you are under a handicap of a different character. Your traditional policy of non-interference in foreign affairs has prevented you from

gaining precise and definite knowledge of foreign countries. And from that it follows quite naturally that you are still somewhat lacking in what might be called trade finesse.

"Perhaps I can best illustrate my meaning by an experience of my own. I had been established in the retail grocery business some ten or a dozen years, when I heard that a certain project to develop tea and coffee plantations in the Island of Ceylon had failed, owing to the lack of suitable outlets for the product. Chinese teas were at that time firmly established in the market, and the owners of this plantation project had no distributing facilities of their own. Furthermore, they did not know how to apply the force of advertising to get their products accepted. I possessed a chain of retail stores of my own, and in addition a well-developed understanding of what could be done with advertising to educate the public taste, and stimulate demand.

When Lipton Was a Retail Grocer

"Thereupon the idea came to me that I might profitably produce my own tea and coffee for sale through my own stores, and at the same time gradually supplant the strong preference for Chinese teas which then existed. I would emphasize the fact that at that time I did not know a tea bush from a fig tree; I had no understanding of the process of curing the leaves so as to produce the pleasant flavor which distinguishes the product; and had never been in Ceylon in my life.

"Now the traditional American policy under such conditions would be to open negotiations through some agent abroad, or at most to send a subordinate to investigate and report. No matter how trustworthy the agent might be, he could not have precisely your viewpoint, or your knowledge of conditions in your own business. And if he was not trustworthy, you would be in for a handsome trimming. As for the subordinate investigator, much valuable time would be lost while he was making and transmitting reports, and even assuming that nothing was put over on him, you would not have really first-hand knowledge when he got through. The only safe and sufficient way to handle such a situation is to go yourself. And that is exactly what I did. But I booked my passage for Sydney, Australia.

"That may seem curious. But it is important. Steamship passenger lists are cabled all over the world, and names of any social or business prominence are widely published in the newspapers. No country has any monopoly on the art of

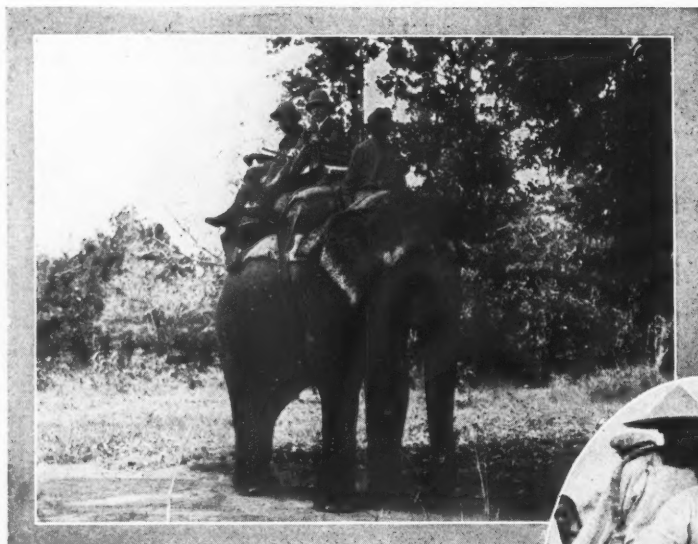
putting two and two together to make four, and if it were announced that the owner of the largest chain of grocery stores in Europe was bound for Ceylon, his chances of getting very much unguarded information would be rather slight. He could rely upon a reception committee at the wharf, with possibly a brass band or two, and he would be 'personally conducted' and entertained with a lavish hand. He would see everything it was desirable that he should see, and any drawbacks to the proposition would be carefully concealed. It is all very pleasant to be welcomed and 'glad-handed,' as you express it. But when everything depends upon your getting possession of all the facts of a proposition, unfavorable as well as favorable, it is better to forego the reception committees, and view the thing without too much dressing up in advance.

"So I bought my ticket to Sydney, and talked Australia to everyone on the ship. When we reached Colombo, I went ashore with the other passengers, and just before the steamer left I sent word to the purser that I would stop over until the next boat, asking him to arrange accommodations for me. The stateroom he reserved on that steamer went to Sydney empty, so far as I ever discovered; but nobody knew that Tom Lipton was interested in Ceylon tea plantations until he was ready to tell them so."

The Glad-Hand Brigade

Though Sir Thomas is far too diplomatic to say so, the interviewer caught a gleam in his blue eyes which conveyed the suggestion that some of our captains of industry may not have been quite so shrewd as they fancied themselves in embarking upon business missions abroad. It is a fine thing, as Sir Thomas says, to be welcomed, and glad-handed, and placed in the seat of honor where the slide trombone can drip on you. The reception committee is an institution without which many of our prominent citizens would be compelled to lead a life of toil. But it isn't exclusively an American invention. The maxim of the shady promoter, "The bigger they are the harder they fall," is capable of translation into many languages, and the art of skillful window dressing is not confined to Fifth Avenue or State Street. The writer may be entirely wrong about it, but he interpreted the gleam in Sir Thomas' eye as implying that some of our information about foreign market conditions is likely to include a number of things that are not so.

"What of our methods?" Sir Thomas was asked. "Wherein do we fall short in



To learn what foreign markets will buy, sales managers must get the facts first-hand, even if it is necessary to abandon Pullmans for these primitive modes of travel.



our appeal to foreign markets in comparison with England or Germany, for example?"

"In two respects, mainly," he replied. "In the first place American business men do not always grasp the importance of supplying what the foreign buyer wants, or thinks he wants. If the buyer wants a ten-cent package of tea, I'll give it to him irrespective of the fact that it would be more economical for him and more profitable for me if he would prefer a different unit. I am selling him what he wants; not what I think he ought to want. American business men do not easily assume that attitude, for the simple reason that in dealing with the American public it is not so necessary to assume it. Americans are used to being 'sold' to an extent that does not obtain elsewhere where people are used to 'buying.' This is no new topic, of course. Your export publications have been harping upon it for years, but there is still a great deal of room for improvement in this respect. In the end, of course, it comes down to looking at the problem from the foreign buyer's standpoint instead of your own.

Foreign Markets Develop Slowly

"In the second place, I think that too often you do not adapt your selling methods to the temperament of those you are endeavoring to reach. The successful salesman in the United States is the man who can in the shortest possible time book an order for goods and be on his way to the next customer. Speaking broadly, your whole selling system is directed to that end. The work of introducing the goods, winning the customer's good-will, and paving the way for the sale, is largely entrusted to advertising of one sort or another. The salesman is a closer of sales, primarily, and the closer he sticks to that particular work to the exclusion of everything else, the better he becomes as a salesman. Less and less is it necessary for him to do the preliminary work of making friends for his house, because that work is being more and more entrusted to the written word in the form of advertising.

"It is hard to realize, perhaps, that the same conditions do not apply in other markets. But they frequently do not. In

many countries the successful salesman is not the man who can roll up the biggest volume of sales in the course of a year, but the man who can succeed in making his customer feel that he has a particular and personal interest in the customer's business. He may actually sell him nothing for the time being, and the greater portion of his time must be spent in ways which the American sales manager would consider unproductive.

High Pressure Methods Fail

He must spend long periods of time in purely acquaintanceship work, which is not recorded on the sales sheets at all, and which cannot be accurately checked up.

"Now, when you try to apply American standards of sales efficiency to such conditions, it simply does not work. Customers are antagonized by being urged to buy before they are ready to talk business, and the morale of the sales force is gradually destroyed because the house cannot understand the conditions they are up against. It has repeatedly happened that splendid opportunities in a foreign market have been thrown away through the application of high-pressure methods of gingering-up the sales force. No matter how successful such methods may prove in the United States, it is not safe to assume that they will work when applied to foreign markets.

"And lastly," said Sir Thomas, "I think that your reluctance to make permanent investments abroad is a very great handicap in your efforts to win international trade. You touch many markets, but you seldom become a part of them. In a word, you are in the market, but not of it. You extract profits from it, but your savings are not in-

vested where your profits are made. No nation understands better than you do the importance of ploughing in your profits so as to raise a bigger and bigger crop of demand. You are adepts at investing your surplus so that while you are supplying the present needs, more needs will spring up to be supplied. But you have not yet begun to apply this principle in your foreign trade on any large scale. Great Britain, as you know, was able for many years prior to the war to smile at adverse trade balances, simply because she had so much of her capital—her savings—invested abroad. I'll leave that thought with you as something which might be worth pondering over."

As the interviewer rose to take leave, Sir Thomas was gazing out through the twelfth story window of his immense concrete warehouse in Hoboken, at the huddled shafts and towers of Manhattan across the swarming Hudson. A far cry from the humble corner grocery store in an obscure neighborhood of Glasgow, but it is entirely probable that the man who has covered the distance may know what he is talking about.

Farm Trade Staging a Comeback

In corroboration of the belief that agriculture has seen its darkest days and has turned into a period of rising prosperity, G. S. Ray, agricultural statistician of the Department of Agriculture in Spokane, reports that farmers in Washington received more money for farm products for the year ending December 1, 1922, than for the same products in 1921. The average price of wheat this last year was \$1.04, as against the 1921 price of 86c. Hay shows an increase of more than fifty per cent, the 1922 average being \$16.20 a ton, compared with \$10.50 in 1921. The average price of all hay in the United States was given as \$16.70 a ton, so the price of that product in this region is substantially on a level with the national markets.

Pioneer farmers and others in the Inland Empire will recall that after the panic of 1893 and the dull years of 1894 and 1895 there was widespread rejoicing when the price of wheat came back to fifty cents a bushel. Taking the grain industry of the Inland Empire from the time of early settlement of the Walla Walla valley and the Palouse country, it is doubted that the price of wheat has averaged a dollar a bushel. When our farmers were getting fifty cents a bushel, back in the nineties, they would have regarded dollar wheat with delighted anticipation.

The farmer is deserving of prosperity, and there is cheering reason to believe that it will come back to him in 1923.

That the automobile business is "looking up" in the Canary Islands is indicated by the increased imports of petroleum products in 1922. Kerosene, gasoline, and lubricating oils are in continually greater demand as the use of motor-driven engines increases.



The Edge of the Circle

BIG RED CHIEF was engaged in a contest of wits with his White Brother. Hiding his confusion behind a stolid front, he stepped back and drew marks on the sand with a long stick.

First a circle; then another enclosing it. Marking an X in the inner circle, he said, "Indian know in this circle."

Pointing to the space between the inner and outer circles, he said,

"White Man know in this circle."

Then with a broad gesture to indicate the vastness of space outside the larger circle, "Nobody know out there."

Probably no one is more fully conscious of the vastness of the unknown than the man whose circle of understanding is the largest.

Yet small differences are of paramount importance. He who extends the edge of the outer circle ever so little becomes a leader.

The White Man's circle gave him America. He had the edge on his Red-Skinned Brother—and that was all he needed.

An advertiser recently went along for a considerable period without registering any great increase in sales. He changed his plan and in two years has doubled a business that grew up slowly over twenty-five years. This change gave him the edge on the market. He got the reward of the pioneer.

The J. Walter Thompson Company is striving to widen the edge of the circle in advertising. Its clients profit in their own competitive circles by this constant pioneering.

J. Walter Thompson Company, New York, Chicago, Boston, Cincinnati, Cleveland, London.



Trade Commission's Order Against Mennen Company Reversed

The commonly accepted practice of giving "wholesale" and "retail" discounts, declared illegal by the Trade Commission, is upheld by the Circuit Court of Appeals

ON March 13th, the United States Circuit Court of Appeals reversed an order of the Federal Trade Commission against The Mennen Company in a decision which is of the highest importance to sales executives whose products are distributed through the retail trade. Had the decision gone the other way, it is probable that most of the readers of *SALES MANAGEMENT* would promptly have found themselves classed as technical violators of the law, with the necessity of making a radical revision of their sales policies or facing the possibility of prosecution by the Commission. For the practice of The Mennen Company which the Commission had declared to be illegal was nothing more nor less than the commonly accepted practice of allowing a special discount for services rendered, and had the court upheld the contention of the Commission the consequences would be impossible to foresee.

Mennen Company Made the "Goat"

The original complaint against The Mennen Company was filed by the Commission on April 15, 1920, as a test case. It declared that the company classified its customers into two groups, consisting of "wholesalers" and "retailers"; that it established a plan of trade discounts for each class of customers; and that it refused to allow to its retail customers the same trade discounts that were allowed to wholesale customers for the same quantity of goods. The practice, the Trade Commission asserted, was a violation of the Trade Commission Act prohibiting "unfair methods of competition," and also a violation of Section 2 of the Clayton Act prohibiting price discriminations which "substantially lessen competition." There were, said the Commission, numerous mutual or cooperative corporations and associations of retailers, who were able and willing to buy goods in the same quantities as the regular wholesalers, but the company had refused to grant them the wholesale rate of discount on the ground that they were to be classed as retailers. In other words, it was the theory of the Commission that the manufacturer must grant the same quantity discount to all alike who would buy a given quantity of goods, whether wholesalers, retailers or consumers. The usual formal hearings were held before the Commission, and on March 3, 1922, a formal order was issued, whereby The Mennen Company was to cease and desist from classifying its customers according to the plan outlined, and also from discriminating between various classes of customers with regard to the prices charged for its products.

As already stated, this was regarded as a test case to determine the validity

of the Trade Commission's theory of the law. The Mennen Company was selected as the "goat," not because it was considered a particularly notorious offender, but because it presented a "clear case" in which no other unfair methods of competition were involved, and also because it would probably be able and willing to appeal to the courts for a judicial interpretation of the ruling. It was practically a foregone conclusion, therefore, that the order against the company would be issued, and the company would be forced to appeal to the courts itself, or disobey the order and permit the Commission to appeal to the courts for its enforcement.

In choosing the former alternative, and bearing the expense of an appeal to the Circuit Court, The Mennen Company has rendered a service to the business community which ought to be acknowledged. For the court, in its opinion handed down March 13th, declares that the facts as presented in the case do not constitute either a violation of the Trade Commission Act, or of the Clayton Act, and quotes with emphatic approval the declaration of the Supreme Court in another case to the effect that "If real competition is to continue the right of the individual to exercise reasonable discretion in respect of his own business methods must be preserved."

Manufacturer Can Select Customers

"What The Mennen Company has done," says the Court, was to allow to 'wholesalers' who purchased a fixed quantity of their products a certain rate of discount while to the 'retailers' who purchased the same quantities it denied the discount rates allowed to the 'wholesalers.' This does not indicate any purpose on the part of The Mennen Company to create or maintain a monopoly. The company is engaged in an entirely private business and it has a right freely to exercise its own independent discretion as to whether it will sell to 'wholesalers' only or whether it will sell to both 'wholesalers' and 'retailers,' and if it decides to sell to both it has a right to determine whether or not it will sell to the 'retailers' on the same terms it sells to the 'wholesalers.' It may announce in advance the circumstances, that is the terms, under which it will sell or refuse to sell. . . .

"We have no doubt that The Mennen Company had the right to refuse to sell to retailers at all, and if it chose to sell to them that it had the right to fix the price at which it would sell to them, and that it was under no obligation to sell to them at the same price it sold to the wholesalers. It did not discriminate as between retailers but sold to all retailers

on one and the same scale of prices. And it did not discriminate as between wholesalers but sold to all wholesalers on one and the same scale of prices. There is nothing unfair in declining to sell to retailers on the same scale of prices that it sold to wholesalers even though the retailers bought or sought to buy the same quantity the wholesalers bought.

What Is a Wholesaler?

"In conclusion it ought perhaps to be said that we have not been unmindful of the fact that The Mennen Company in classifying purchasers into two groups, those of wholesalers and retailers, placed in the group of retailers a class of mutual or cooperative corporations which purchased in large quantities the Mennen products. These mutual or cooperative corporations, it is admitted, consist solely of the retailers in the same line of trade, the stock being held exclusively by retailers. The fact that these individuals, admitted by the counsel for the Federal Trade Commission to be retailers, see fit for their own convenience to organize themselves into a corporation which they constitute their agent for purchasing purposes does not change their character, or the character of their purchases, and convert them into wholesalers.

"Whether a buyer is a wholesaler or not does not depend upon the quantity he buys. It is not the character of his buying but the character of his selling which marks him as a wholesaler as this court pointed out in *Great Atlantic & Pacific Tea Co. vs. Cream of Wheat Company*. A wholesaler does not sell to the ultimate consumer but to a 'jobber' or to a 'retailer.' The persons who constitute these mutual or cooperative concerns are buying for themselves to sell to the ultimate consumers, and not to other 'jobbers' or to other 'retailers.' The nature of the transaction herein involved is not altered by the fact that they make their purchases through the agency of their corporation. For some purposes a corporation is distinct from the members who compose it. But that distinction is a fiction of the law and the courts disregard the fiction whenever the fiction is urged to an intent and purpose which is not within its reason and policy. And in such a case as this the fiction cannot be invoked. The important fact is that the members of the corporation are all retailers who buy for themselves to sell to the ultimate consumer. The Mennen Company is within its rights in classifying them as retailers.

"The facts established by the testimony are not sufficient to constitute a violation

(Continued on page 512)

When Words Fail—Try Demonstrations

How sales managers are teaching their men to dramatize selling talks to hold the attention of prospects who are too busy to listen

By Will G. Milton

SALESMEN for the Mergenthaler Linotype Company were making an effort to sell a certain publisher equipment for setting display matter on the linotype. All newspapers now use machine-set "reading matter," but the headings and the large display type in the advertisements are, on some papers, still hand-set.

This publisher claimed time and again that his paper did not have enough advertising and display heads to warrant the expenditure of installing the equipment for setting them on the machine. It seemed as if the order was deadlocked.

Then the salesman for the linotype company took an issue of the paper and clipped all the display headings and pasted them on a long piece of paper. When they had finished clipping up one issue they had a convincing demonstration of the need for the equipment. The sheet of paper was 14 feet long. The publisher was astonished when he figured up what could be saved by ma-

chine composition, based on the facts placed before him regarding one issue of his own paper. The equipment was purchased.

A Corona Typewriter salesman in England met a prospect who complained that the machine looked rather flimsy, and expressed the objection that it probably wasn't strong enough to last very long, or to stand up under heavy usage. The salesman laid the typewriter down on the pavement, drove one wheel of his car over the little machine and stopped the car so that one wheel rested on the typewriter. Then he picked up the machine and wrote a letter with it. That customer was convinced that it was built amply strong to stand up under heavy usage, after seeing this test.

Unusual demonstrations that drive home some one fact about a product save endless talk and many call-backs. The sales manager who can work out a few tests of this sort for his salesmen to use will speed up selling, and materially shorten the road to the signed order.

One company in the tire and tube business encourages its men to demonstrate its inner tubes by using them for a towline

with which to pull another car through the business sections of towns they visit. Usually the demonstration is arranged in advance so that a large crowd is on hand to see the demonstration. A tube is taken from the dealer's stock, by a committee of "judges," so that there will be no possibility of the salesman using a tube made especially for the purpose. Then the tube is attached to two automobiles, the one to be pulled being loaded with several men. Then the car is pulled around among the crowd as a demonstration of the strength of the tube. It usually makes a deep impression and stimulates the dealer's business.

The interesting part of many of these demonstrations is the fact that they seldom mean very much in actual practice, but to the average consumer they mean a great deal. When he sees some startling demonstration, illustrating some particular quality of the product he assumes that everything else is all right, including the price.

A salesman for a cow feed manufacturer carries a pocket scale so that he can weigh the amount of hay or grain being fed. When he calls on a farmer in the interests of one of his dealers he often finds that the farmer will underestimate the amount of feed being used. When this is the case he asks the farmer to measure out a typical feeding. When the scales are used the salesman usually finds that the feeding is several pounds lighter than the farmer's estimate. The salesman has facts on which to build a selling talk to prove that his mixed feed is no more expensive than the feed the farmer is using.

Many sales managers will find their salesmen using demonstrations that should be used by the entire sales force. By encouraging his men to work up spectacular demonstrations one sales manager found a fertile field for helping his men develop selling talks and plans that have a real punch. These demonstrations have proved particularly successful in helping new men "on their feet" by giving them a definite plan of selling to start out with.

Photo by courtesy of Mergenthaler Linotype Co.





"THAT'S THE ONE!"

*Your package has got to do
more today than ever before*

Step into any modern store and watch the customers being waited upon in rapid succession by busy clerks. There's no time lost on either side of the counter.

"I want — and — and —," a patron says.

She glances quickly along the rows of products on the shelves. "And give me a box of —. *That's the one!*"—as the clerk reaches for it.

She had been attracted *in an instant* by that package as her eyes flashed over the crowded products. She'd been reminded that she needed it at home.

Your products are up there on closely packed shelves undergoing a severe test every minute. They are fighting for prominence among the host of competitors.

Today your package is more important

as a factor in merchandising than ever before. And today packages, labels and wrappers offer untold possibilities to help sell their products.

Robert Gair Company, with nearly 60 years of experience to back its work, can help you realize to the utmost the great possibilities of increased prestige and character for your product through correct package design. We are the largest manufacturers of Folding boxes, Labels, Lithography, Corrugated and Solid fibre shipping cases.

We will gladly confer with you upon any problems of package merchandising which may confront you.

A postal will bring you a complimentary copy of "Testing the Merchandising Value of a Package."

ROBERT GAIR COMPANY

350 Madison Avenue, New York

CHICAGO PHILADELPHIA BOSTON BUFFALO

Plan No. 6 for Following Up Inquiries

By Edward H. Schulze

In considering which of several plans to use for this month's article in SALES MANAGEMENT, the writer was torn between the desire to take up a plan for turning old, apparently dead inquiries into live prospects, or to concentrate on the subject of the best way to determine how many follow-up letters to use on inquiries. It was decided to use, as a basis for the April article, the problem of further perfecting your follow-up system to inquiries; being sure you were using as many follow-ups as you should and mailing them at proper intervals. The plan for reviving interest of dead inquiries will appear in the May number of SALES MANAGEMENT.

IF you were asked for the greatest reason why more inquiries are not turned into sales, you could easily and correctly answer, "because inquiries are not consistently followed up."

You could then go on and show case after case where you were interested in an advertised product or proposition; had taken the trouble to send in your inquiry; had received just one letter—and that was all. If you don't believe it, just pick up your favorite trade paper and reply to an advertisement. Advertisers in trade papers seem the worst offenders and waste thousands of dollars a year getting inquiries and permitting them to go dead. General advertisers are often just as bad. It is unfortunate that so many good products fail to win the success they deserve because of this known tendency toward too limited a follow-up to inquiries.

For example, there is the *one-reply* advertiser who will answer your inquiry somewhat like this:

"We thank you for your inquiry of March 3rd, which has been referred to our local representatives, Waite & Waite, 243 Main Street, your city, who will furnish you with full information, prices, etc."

When Interest Wanes

And you wait and wait until the advertiser's cumbersome sales machinery wakes up Waite & Waite. Perhaps they call promptly; perhaps you wait a week or two; more likely they will wait for you to come around and hand them an order on a silver platter. In the meantime you are without literature or prices unless, fortunately, you happened to also inquire of another advertiser who sells a competitive product. In such an instance your inquiry may have been properly handled in this manner:

"Here is the information about which you inquired.

"You will recall answering our advertisement on 'Reducing Coal Bills' which appeared in *Good Management*.

"Page 4 of the enclosed booklet shows how.

"We are represented in your city by Prompt & Call, 260 Main Street. We have asked them to immediately get in touch with you. In the meantime, if you require any additional information, just write us. We want to give you what you want, as you want it. You'll hear from us in a few days so we can be sure everything is all right."

You will observe that this advertiser deserved and got the order. First, because he sent all the information and did

not rely on some local source to do what he could do just as well. He wasn't taking chances of there being a slip between cup and lip as is usual when the doubtfully progressive local agent, dealer or jobber is asked to follow up an inquiry. Second, the inquirer was reminded what had

Pass This Article On to Your Sales Promotion Manager

Here is an excerpt from a letter recently received from one of our subscribers which leads us to suggest that this issue of SALES MANAGEMENT be passed around to other members of your organization:

"The March issue was passed around the office until it was dog-eared. 'Orders That I Have Pulled Out of the Fire' was read at a meeting of our salesmen. The president read the article 'A Trip Through the Phoenix Mutual Sales Department.' In revising his instructions to correspondents, our chief correspondent used excerpts from Mr. Wiers' article, 'One-Syllable Sales Letters,' and our sales promotion manager bodily appropriated the article, 'Sales Letters That Touch a Live Nerve.'"

caused him to inquire; his mind was brought back to the original appeal that first attracted his interest. The sale was solicited under the right conditions. Third, the seller promptly wrote his local agent and kept right after him to see that the inquiry was promptly handled. The seller also kept right after the inquirer to see if local agent and inquirer had connected and if not, to handle the sale direct. Fourth, the seller counted upon his efficient follow-up methods to create a favorable and valuable good-will that would bring his product preferred attention among the friends of the inquirer. In this he was wise for he was building for the future as well as the immediate

sale. This system, of course, called for work and it would have been easier to just shoot the inquirer a letter and let it go at that. The unfortunate reaction to any *one-reply* system of following up inquiries is lost prestige, lost sales and unnecessarily high selling costs.

Then there is the *one-reply* advertiser who answered your inquiry like this:

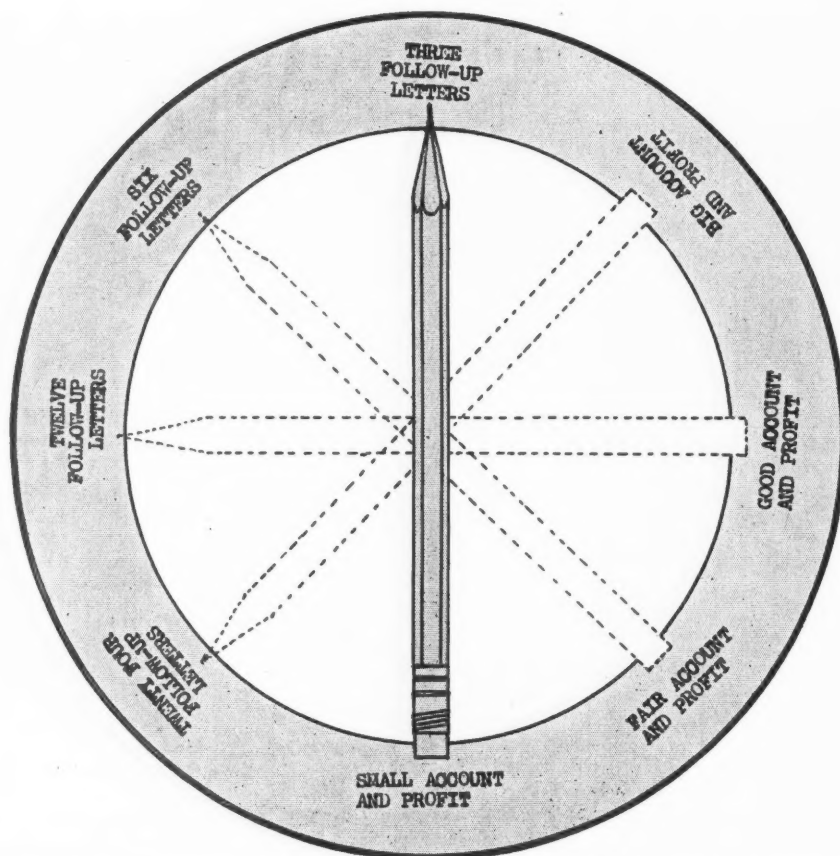
"Referring to your inquiry concerning our Butter-Nut specialties, we are sending you, under separate cover, our latest catalog, etc., etc., etc., etc."

The catalog did not reach the desk of the busy buyer. It probably drifted into some other department. The letter fell flat without the catalog as a reference. Perhaps the sale would not have been lost had the advertiser used the "Acknowledgement Plan," shown in a previous article, for this plan would have brought forth the complaint that the catalog had not arrived. But the *one-reply*, plus the old-fashioned plan of sending literature under separate cover, lost the sale to an inferior product. Never send literature under separate cover when it should accompany letter. We will take this up in a later article.

What Are Accounts Worth?

Coming to the question, "How many follow-up letters should I use on an inquiry?" The wise answer is rather too many than too few. If you will refer to the illustration on page 498, you will see the general plan used to approximate the number of follow-up letters to the average inquiry. Of course this can only be used in a general sense. It must be modified to fit conditions. As an example, if you were building a home for yourself you might have sent inquiries to many firms making products needed in that new home. After you had completed your home, you would be out of the market. Therefore any follow-up to your inquiry would have to be based on the thought that, in your case, we were working on a possibly one-sale proposition, the life of inquiry being limited to the time before you actually let the contract. Yet on the other hand, the same advertiser might follow-up an architect or contractor for years on an inquiry and be justified, for the circumstances would be different: the architect or contractor is always building and is always in the market whereas the home owner has only a temporary interest in the product.

Then again, an account is worth more to one advertiser in one line of business than to another selling a different product. The amount of profit of the first



To get an approximate idea of the number of follow-up letters to send to an inquirer, move pencil in a circle so that the end of pencil is toward the size of account and profit, while the point of the pencil indicates the number of letters which may be used.

sale, if there are to be repeat orders, is not taken into consideration at all. Many of the large mail order houses pay \$5.00 to get their first 50c order but later on more than make up for the initial selling expense. It is absurd to assume that you would use the same energy and number of follow-ups selling a \$3.00 product as one running into \$30,000. The trouble is that the average advertiser thinks too much of "letters" and too little about "worth of account." The amount of effort used in the follow-up should be apportionate to the value of the account plus the possibilities of repeat business.

The Salesman May Not Call

An original inquiry concerning the Cadillac motor car was followed up for seven years. The inquirer has bought three cars of another make since that inquiry, but he is almost sure to buy a Cadillac eventually. The constant follow-up brings him more and more reasons of Cadillac superiority. A savings bank in Cleveland, said to be the largest in the country, followed up an inquiry for nearly ten years. These are well-established, successful business organizations. Surely if it pays them to use an extensive and consistent follow-up to inquiries, you could profitably use more than two or three follow-ups to an inquiry.

Don't just refer an inquiry to a salesman. Write the inquirer direct, telling him something of your institution, its policies, its ideals and what attention he can expect to receive from your representative. See that the salesman is promptly on the job to follow-up the inquiry. Then do not rest content but follow-up the call of the salesman, either

thanking the inquirer, if an order has been won; or keeping the inquirer sold if the order has been held up. Visits by mail cost so little, yet they are more effective in bringing the house closer to the prospective buyer, establishing confidence, good-will, prestige.

How Many Follow-Ups?

Don't just refer inquiries to local representatives. They may not be efficient. There is always that chance. Keep in touch with the inquirer by mail until the sale is won or lost. Remember that no one is more concerned in making a success of your product than you are; no dealer, agent or jobber is ever going to be as much interested as you must be. If you don't look out for yourself, no one else is going to bother.

Use three, six, twelve or twenty-four letters in your follow-up. But don't make the mistake of thinking in terms of "letters." Just remember that the postage on twenty-four letters, following up a prospect for two years, costs altogether only 48c. If you feel that you can invest less than half a dollar in postage to visit an inquirer twenty-four times over a period of two years, then do it. If you feel that you only want to invest 24c in postage per inquirer, then use only twelve follow-up letters. Don't, however, spend \$2.00 to \$10.00 getting an inquiry and then refuse to invest 24c in postage to turn it into something more than a promise.

The interval between follow-up letters depends upon the conditions surrounding the sale. Personally, most experts use and favor a quick follow-up because it is obvious that the more licks you can get

in, the more of an impression your product makes on the mind of the buyer. If your competitor mails his first two follow-ups fifteen days apart and you send your letters a week apart, you naturally get in more talking points, provided your follow-up is properly prepared.

The ideal follow-up is one where the first letter accompanies the literature; the second, coming a day later, takes up some points not discussed in the first letter; the third, following a week later from the factory manager; the fourth, coming a week after No. 3, using the acknowledgement card idea, previously shown in SALES MANAGEMENT. Four letters, in one month, properly prepared, are not too many, for these letters all are so worded as to appear unlike the usual follow-up material mailed by average advertisers. During the second month the follow-up drops to two letters and, as the months go by, the follow-up drops to one letter a month, then one every month and finally once every three months. The reason for this is because less sales come from later letters, yet enough are won to make the continuation of the follow-up a profitable undertaking.

Prepare for more follow-up letters. Make them right—then keep using them just so long as there is a chance to get the order.

Manuals the Salesmen Write

The experience of a number of large concerns is that the best method to get salesmen to study the sales manual is to base the manual on the experience of the salesmen, giving them a hand in compiling the data. The plan successfully used by a Chicago concern, which is enlisting the cooperation of the entire sales organization, follows:

First, they prepared a skeleton outline of the sales manual; next they devised questions, the answers to which by the salesmen would furnish the required information. Instead of sending out a long questionnaire, only one or two questions were sent at a time, these being placed at the top of an 8½x11 sheet, on which the salesman was requested to write his experience and opinion. A digest of the answers supplied the data under each heading for the manual.

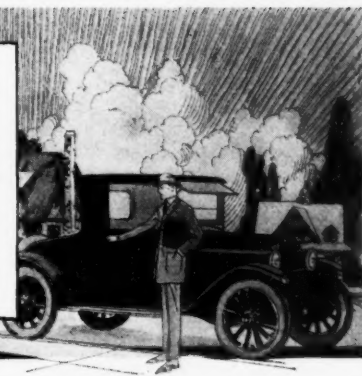
For example, in the section of the manual covering common objections encountered and methods for meeting them, the objection, "We have no call for your product," would be given at the top of the sheet. Each salesman would give his best method for meeting this objection. In this way much valuable material was assembled based on actual experience of men in the field. The same sheets should be distributed to home office executives to secure their experience as well.

A feature of this plan was that the answers to each question were digested promptly, written up in concise form and sent out to the salesmen on a multi-graphed sheet punched for an inexpensive binder. This gave the sales organization immediate use of the material and served the purpose of a weekly educational feature to help the men increase sales.



REFLECTIONS OF A SALESMAN'S WIFE

By Mrs. Charles L. Funnell



JIM TOWNER and his wife dropped in for a little bridge the other night. After the last hand Claire Towner came out in the kitchen to help me get the coffee and cake on the tea wagon, and the men automatically started talking shop. Jim sells hardware.

"This new territory of mine is slick stuff," I heard Jim saying. "Gives me a chance to spend twice as much time at home."

"Nice for Claire, too," agreed the Man I Married.

"Great. But I was thinking business, too. You see I talk over a lot of my cases with Claire. She helps me a great deal. She often gives me a new slant on a situation that helps me get a real hold on an account."

We know a number of young couples whose incomes are earned in sales work. And in a large number of cases the head of the house finds pleasure and profit in chatting about business with his wife. This seems to be particularly true where the wife has had a year or so in business before becoming executive manager of her home.

Just recently one of these salesman friends of ours has moved into a nice little glass office with a door inscription that reads "sales manager." He carried his ideas about the helpfulness of salesmen's wives along with him.

Business Girls for Salesmen's Wives

"You know," he told us the other night, "it may not be any of my business what sort of girls my boys marry, but if I get a chance to put in a word for girls with some training in business I'm sure going to do it. Being able to talk shop when you get home is fine business. Why some of the secretaries in our office have developed splendid judgment. Know just what to do when their bosses are away. Look at my wife! She was with the company a couple of years."

There seems to be three definite kinds of help a salesman's wife can give him if she is conversant with his work—if she knows something about his company, what it sells, how the product is distributed, who the company sells to and who ultimately uses the product. That sounds like A B C stuff, doesn't it? And yet I know any number of girls who can't possibly tell you what their husbands do. "Why, George is a lawyer!" one of them told me in answer to the question one day.

"I know," I agreed. "But does he manage estates or practice criminal law, or handle patents or do corporation work, or what?"

"Oh, he's just in the office. He's a member of the firm now, you know!"

Imagine how much help George gets from the opposite side of his dinner table!

What a Salesman Wrote About His Wife

"After a good deal of shopping around a large manufacturing company found a competitive binder that appeared to answer their requirements, and they decided to buy it, in spite of all my efforts in behalf of our No. 69 with the three-inch lock."

"I went home quite discouraged. As usual, Mrs. Farrell greeted me with a cheerful smile and had a good dinner all ready. During the meal she asked me how the day had passed and of course I poured out my troubles about this deal. My wife is gritty. She does not like to give up. She suggested that I go back the first thing in the morning before they could give the order for the competitive binders and make another attempt to sell our No. 69."

"I felt that the advice was good and agreed to act on it. My wife suggested that I study the circular about our No. 69 binder. So with my pipe going, and in a comfortable chair, I set about memorizing the fifteen points outlined in the circular."

"Next morning, armed with the sample of No. 69, and at least eleven of the fifteen points fixed firmly in my mind, I sallied forth after the order. I landed the order, thanks to Mrs. Farrell and the circular. I am sure I never would have saved this business had it not been for my learning those eleven points in logical order, and being able to demonstrate them with the sample binder."

—Extract from a letter written by Oliver A. Farrell to his firm, Baker-Vawter Co.

Accuracy is necessary in the picture a girl has of her life partner's job. Given that accuracy the three ways to help are these: First, in providing him with an intelligent audience to which he can tell his troubles. Just talking about a thing that seems to be all wrong will often help a man to get a clearer idea of it in his own mind and solve the difficulty before he has finished speaking. He needs to feel though, that his wife understands what it's all about.

Second, she can help with the discussion of specific selling cases. Men who won't warm up even on the third call; customers who are over-sensitive about

that last letter the credit manager sent out; people who think they ought to be permitted to order in broken lots and get standard package rates, and just plain tough ones.

Third, and judging from our own experience, this is the most important, to supply sympathy and intelligent suggestions about how to deal with the husband's boss. Perhaps there may be some kind of work in the world where the boss feels more acutely every little detail of direction from his superior than in selling. But I haven't heard about it.

Service to salesmen husbands, Class One, seems fairly obvious. It needs a working knowledge of the business. And that knowledge can be acquired very easily if the interest is there. Not so long ago I ran into a girl in the reference room of our public library. She was reading a book on imported silks. Her hubby is selling for an importing company. The firm had just taken on a new line, and she was getting posted. She told me afterwards that she wrote a letter about what she'd found out, and sent it to Bill on the road. Two days later she got a telegram from him saying that the information she had hunted up for him had helped him to close a brand new account.

That's practical application! But even in general the little effort necessary to learn some of the interesting things that are back of any product sold will be well worth while. One way is to ask questions directly. No salesman is going to feel very mad when his wife asks him to tell her things about his goods.

How One Wife Helped Sell

Class Two service is more specific. There's Ted Burton, for example, who sells wholesale groceries. Ted had a man in a medium-sized town that he had been calling on for months. He had never written anything but a little teaser order that didn't pay for mailing in. Ted had the man sold on his house and on his goods. At least the grocer wouldn't name a single objection, but he just wouldn't get friendly and open up.

One night when Ted came home after a hopeless visit to this old fellow, Ted's wife asked a question:

"How many children has this Davidson man got?"

"Darned if I know," Ted answered.

"Why not ask? It's a safe topic. And it might get him into a more friendly mood."

Next time Ted called on Grocer Davidson he did ask about children. It developed that there were two, and one was

having whooping cough so badly that neither he nor the other members of his family were doing much sleeping nights.

At his wife's suggestion, Ted bought a vaporizing lamp, to be placed in the child's room. By heating a soothing preparation in the lamp, throat irritations are smoothed out. Ted presented the lamp to Mr. Davidson and was assured that it would be given a trial that very night. Apparently it worked, for on Ted's next trip he booked a modest order from the store and it has since developed into a very good account.

Rendering counsel of the Third Class, requires not only a knowledge of the business concerned, but a sympathetic understanding of the salesman concerned. Sometimes a man on the road will burn up all his reserve nervous energy on a succession of difficult interviews and come back to his hotel in such a state that the most tactful letter in the world reads like a heartless call-down. If he sits down and writes his wife that his boss is a ring-tailed sock-dolager and that the job is little better than a prison sentence, it will help considerably if she is able to visualize the situation in its true light. She ought to be able to think of his change of attitude on the following morning after a good sleep and to expect the report of a big sale in the next letter. She should remember that by the time her answer to the wail of discouragement is received the blue mood will have passed long since. And she should so word her every letter that it will be a suitable document for her husband to read even if he has just suffered three turn-downs straight.

When Wives Talk of Sales Managers

That same quality of sympathetic understanding is much needed in the dinner table talks when the salesman is home—sympathy for the difficulties he is up against, with a tempering understanding of the man's personal antipathies.

There's one type of sales manager that gives many understanding wives of salesmen plenty to think about. He's the kind that is highly efficient from the directors' standpoint. He makes his department show good business every month, and extracts a gain over last year's business from every procession of twelve months. But he's a detail hound. He thinks he must keep his finger on periods and semi-colons, rather than on chapter headings and tables of contents.

Jack Long used to work for that kind of a man. They lived near us at the time, and Edith Long used to tell me about it, and explain how lucky we were to be with a firm that appreciated what its salesmen did! Of course we never had any troubles!

Jack was selling advertising for a very substantial trade paper. Jack knew his field quite well, and was conscientious about things. His method was to get acquainted with his prospect, learn as much as possible about the product and distribution methods, and then map out an advertising plan in his paper that would tie in with the prospect's needs. After that the job was to sell the plan, follow it through and watch the account for a possible increase of space.

Being extremely conscientious, Jack

liked to think of himself as doing a nice complete job of selling on his own initiative. His policy was to write rather pessimistic reports of his calls up to the time when he closed a contract. Then when he finally had the account definitely landed he would turn in the whole story in detail. Jack's pet hate was for the kind of salesman who makes his first call and then writes a report to the effect that this will undoubtedly be a fat account, after which he writes reports explaining why it didn't develop.

Now Jack's boss wanted to know where things stood every minute. When he got a pessimistic report from Jack about some prospect Jack was working in his own way, the boss would call Jack in.

A Woman's Intuition

"What's the matter here?" the boss would ask. "This is a big reliable company. I personally know they are planning to advertise in our field. Can't you get to your man?"

"Certainly," Jack would tell him. "I'm working hard on the case."

"Well, we can't afford to lose this business. Just tell me briefly everything you've done so far."

And Jack would tell about his plans, possibly explaining that he was going to write a sample advertisement for the account at home that night.

Bright and early the next morning the boss would call Jack in and ask to see the copy he had written. Then he'd criticize the stuff from the initial letter to the final signature. That used to make Jack mad. He knew what he was doing. He had studied the whole thing carefully. And he had landed plenty of other business the same way. Why couldn't the boss trust him?

Fortunately Edith knew both Jack and Jack's boss.

"You bet it's hard, Jack," she agreed one night when he came home with the half-developed idea of telling the boss to go hang and lining up with a smaller paper. "Do you know what I'd do to that man if I were you? I'd cure him of that detailitis as far as I was concerned."

"How?" said Jack.

"Well, I'd pick out an account that was coming along pretty nicely anyhow and I'd lean it up against that boss. What new account are you nursing right now?"

"There's that Jolson Manufacturing Company."

"They make some sort of a paint spraying machine don't they? For painting metal parts of machines? All right. I'd go into the boss' office tomorrow first thing before he gets at his mail. I'd tell him that I needed his advice. I'd tell him everything I'd said to Mr. Jolson so far, and everything Mr. Jolson had said to me. I might even tell him some things neither of us had thought of saying."

"Then I'd ask him what he thought I'd better do next. I'd ask him about what kind of advertisements I ought to write for them. I'd ask him about layouts, and illustrations and borders."

"As soon as I got the copy written I'd take it in to him and ask him about all sorts of details. Paragraphing, punctuation, phraseology. I'd show him a whole

flock of headlines and ask him which was best.

"And after every call I made at the Jolson plant I'd tell the boss every word of the interview. Give him details, details, details."

Jack's frown faded right off his face. "Ede," he shouted, "you certainly are the antelope's antlers! I'm for your scheme to beat the band. We start detailing that man tomorrow morning at five minutes of nine!"

After two days, Edith told me, the boss stopped Jack right in the middle of a discussion on whether to run an initial letter in the Jolson ad in color or in black.

"For heaven's sake, Jack," the boss burst out, "take the stuff out of here and fix it so it sells. You never used to waste my time with these microscopic details! Can't you dope anything out for yourself anymore? Take it away and do the best you can with it. I don't want to hear another word about Jolson until his ad is in the book!" And Jack's boss stayed cured for weeks!

The Frank Stevens were up against a boss of the exact opposite. His idea was to make each man his own manager and hold him responsible for everything. This boss loved golf passionately and had to rush through his work in the morning so he could leave early in the afternoon. His stock answer to Frank's request for advice on various cases was "Use your own judgment, Frank. I can't do your thinking for you. You're paid to do that. Get results. That's all that counts."

His Wife Told Him to Stick

That meant that in "using his own judgment," Frank had to take some long guesses on company policy as to credits, delivery dates and local advertising cooperation with dealers. Frank's guesses, on the average, were pretty good. But whenever he made a mistake the hand of the boss fell heavily. The boss, it seemed, could always find time for a thorough bawling out. He was a big man with a big voice, and from all accounts he did a thorough job.

Mrs. Stevens helped her husband through the situation very capably. He was all for quitting the job. Mrs. Stevens suggested that he try and get some idea of the relative standing of the other salesmen with the house. When Frank came to analyze that side of it he found that of the group in the selling organization there was only one man who averaged more business than he, and that he was the senior man in point of service.

"Then it will pay to stick," Mrs. Stevens told him. "A sales manager who is away as much as your boss is will sooner or later get shifted into some other line of activity. And when the shift comes you will be in line for something a whole lot better. Meanwhile you are adding to your acquaintance in the field every day." It worked out that way too, within a very few weeks after she told me about it.

There are so many ways a salesman's wife can help him that you could write books about it. From the other side of the office door, there are a number of ways in which the sales manager can help the salesman's wife to improve her husband's game.

Switching Salaried Salesmen Over to Straight Commission

The letters published below were submitted in answer to the problem of the food manufacturer, published in our March issue, who wanted to take advantage of the present prosperous business conditions to put all his salesmen on a straight commission basis. As answers to this problem are still coming in we will withhold announcing the winning letter until our May issue. This manufacturer offered a prize of fifty dollars for the most practical solution to his problem received from a SALES MANAGEMENT reader.

Calls It "Salary Measured by Accomplishment"

By Mar L. Acker
New York City

THE problem submitted by your subscriber in the March issue of SALES MANAGEMENT Magazine can be solved by accepting the principles of salesmanship in itself. Many salesmen have shied from the commission plan due to the fact that they do not understand the principles of compensation. Any successful business institution can only afford to appropriate a certain percentage of its gross sales as selling expense, and this is paid out either in the form of salary and expenses or on a commission basis. This is one of the first thoughts to be sold to a salesman. The next step is to sell the salesman that it is the company's policy to permit each man to measure his own compensation according to his productivity, pointing out to him that he will be justly compensated for every dollar's worth of business he produces, and that he is now in a position to enjoy the full reward, and is not forced to carry the burdens of the non-producers.

How to Sell the Idea

Point out to him that when men are paid a salary or granted a drawing account it is always possible that some few individuals in the company do not shoulder their full share of selling and consequently those who do produce must help to carry the non-producer, as the company can only allow a certain percentage of its business as a selling item. This can be further illustrated by pointing out that if a company is selling \$100,000 worth of goods it can afford to pay ten per cent for selling, this would amount to \$10,000. If salesman A is getting \$5,000 and salesman B getting \$5,000, and A sells \$60,000 worth of merchandise while B sells only \$40,000 worth, it is clearly evident that A is carrying part of B's burden and is not being compensated proportionately. In other words, on any plan except a commission plan the producer must always carry the non-producer and no red-blooded salesman will willingly feel obliged to carry the burdens of the weak, nor should he be called upon to do so. The proper measure of compensation is to reward a salesman in accordance with his producing ability. At no time in modern business has this been more important than it is today, and the man who is really worth while will readily accept a

principle which is just and fair and permits him to measure his own income in accordance with the commission form of payment. It would be well in this particular case, possibly, to eliminate the term commission; it would be recommended that when drawing up a contract with a salesman to continue to use the word salary, reciting in such contract that the salesman will be paid a salary measured in accordance with the orders received during the current week, such salary to be paid to the salesman the following week, such percentage to be computed to permit the company to enjoy protection for returns and cancellations.

How Drawing Accounts Cut Commissions

New recruits should be sold the advantages of this plan and placed on the same basis, one policy should prevail throughout in order to guarantee to the man the highest possible earnings. If drawing accounts or expense accounts are allowed, the company then accepts a certain risk for which a reserve must be set up, and to do this will lessen the producers' earnings, which destroys the value of the commission form of payment. The young man should be sold on the fact that the company is turning over to him a territory which now enjoys good-will calculated in dollars. The company stands behind that good-will with a successful organization and is capitalizing his efforts with a marketable product, placing him in business for himself, supplying him with merchandise, and all you have asked is for him to put his own efforts against your merchandise, good-will and capital.

Further than this you can cite to him the fact that if some good individual would enter into a proposition for him to open up a store wherein you would put in the fixtures and supply his shelves with merchandise and then pay him a certain percentage of his sales for his compensation he would jump at the chance, and this is the plan you are really offering when the commission form of payment is presented.

The annual meeting of the Chicago Sales Managers' Association will be held at the Hardware Club, State-Lake Building, on April 16th. The following officers have been nominated: For president, WALTER M. FAGAN, of the Chicago Flexible Shaft Company; first vice-president, E. J. ANDERSON, Fuller Brush Company; second vice-president, E. F. CHAMBLESS, A. G. Morse & Company; secretary, W. H. DENNISON, R. J. Richards & Company; treasurer, GEORGE LANDIS WILSON.

Sell the Plan Over a Period of Years

By L. G. Bruggemann
Valentine & Company, Boston

I ASSUME that no matter what each man's salary is at the present time he is earning it. In other words, upon the salary being paid each man now he is doing sufficient business to warrant that salary. If any other basis exists, then a reduction in salary or a reduction in earnings by the new commission arrangement is entirely warranted, and a man who is not willing to accept compensation on a profitable basis in proportion to his net sales wants to be eliminated anyway.

The sales manager needs full details and net sales of each territory. When that sales manager knows these details, he can say to a salesman, "Here have been your sales, this is what you have been paid," then he has all the necessary facts within reach to give him the upper hand.

A Beneficial Culling Process

Let us assume that most of the men are making money for the concern. Let us assume that this concern can afford to pay the salary they are paying now. If, for example, he receives \$5,000 salary and is doing a \$50,000 business, then the house is paying him ten per cent, and if the house is making money, then they can afford to pay ten per cent. However, the idea can be sold to the salesman and shown to him, that whereas he is doing a \$50,000 business and receiving a salary of \$5,000 he can be put on a commission basis of eight or nine per cent, and a normal increase in business would take care of the span between the eight and ten per cent, and it certainly can be easily shown to each man that his earnings are only limited by the amount of energy and salesmanship he puts into his efforts.

The change from salary to commission basis should be played up to the salesmen on the basis of "Every man is now to receive an increase." This should be so, because very man who worked harder and sold more goods would receive an increase in earnings, and these earnings have no limit.

It will either make active salesmen of them if put on a commission basis, or they will fall by the wayside, and if they do on that basis the sales force has gone through a culling process which will benefit it.

The changing over from a salary to a commission basis ought not be very diffi-

cult on established territory, because there is a certain amount of business formerly built up on each territory. This can be counted on to produce a certain amount of earnings for the salesman. Naturally, anything over that amount will be increased earnings and compensation for the salesman. If the point comes up as to what the salesman will do at times of depression, there is just one answer. At times of depression the house and everybody suffers, the salesmen along with the rest. However, in times of expansion, the salesmen enjoy large increased earnings. The salesmen should put aside part of these earnings for times of depression, and on an average of ten years, he will find that the ups and downs will average up properly, and that in the end he will make more on the commission basis if he is a salesman than on the salary basis.

Salaries Are Graveyards of Ambition

There is no doubt that the salary basis of payment to the salesmen eliminates a great deal of natural pep and ambition. Not one man out of ten has sufficient driving power to keep at it all the time if he knows that the money is coming in Saturday night whether he earns it or not. Men might claim they are "workers" on a salary basis of this sort, but down in their hearts it's too easy to lie back and let well enough alone, whereas on the commission basis there is a constant urge to extra sales, extra earnings. Play the whole proposition up to your salesmen on a basis of extra earnings for them.

Now, as to how this can be financed, those troubles should be encountered. The salesman receives a salary at the end of the month anyway. Naturally, he will receive his commissions at the end of the month, and there will be no change there. He should, however, be advanced, having a standing advance coming to him on the first of every month for expenses. When the salesman's expense account comes in at the end of the month, he either owes the house money, or the house owes him.

In giving an outline of a plan to follow, naturally it is not possible to give the details of letters leading up to the proposition. Handling the matter can be best done in conference at a meeting of the salesmen, or if that is not possible, the sales manager should go out on the road and put the proposition across in small groups. It is much better done in that way than by mail. The natural tact and diplomacy of the sales manager will have a lot to do with the success of this plan or any other. The writer knows that the above plan is workable.

One way to test advertising is to read the advertisement over with a view towards using it as a selling talk for your salesmen. While this is not necessarily a final test it is one that deserves some consideration.

What is said to be the first outdoor poster campaign on collars will be started in Chicago in March by the George P. Ide Company, who will make use of forty illuminated displays of twenty-four-sheet posters, and one hundred regular displays.

C. J. La Fleur Wins February Prize

The problem of the executive who was perplexed as to the best method of handling the salesman who threatens to quit on the least provocation without using the nailed fist met a sympathetic reception—apparently many of our readers had bucked this situation themselves.

The president who submitted the problem writes: "The letters have been read with much interest, and some of the suggestions made will, I am sure, be of help to us in meeting this question in the future." I have selected the best letters in the following order:

C. J. LA FLEUR
Detroit, Mich.

CHARLES B. MILLS
Marysville, Ohio

W. C. HOUSE
Baltimore, Md.

JOS. G. FITZSIMMONS
Charlotte, N. C.

When a Salesman Brings Up the Lean-Year Argument

By W. W. Hackney
Fort Wayne, Indiana

APPEAL to the judgment of every salesman by a reference to some dealer, much more prosperous than himself, who started in as a clerk. Everyone of these men would be clerks now if they had been afraid of their own ability to make good, or had been satisfied with a clerk's pay. They must note that the clerkship was an education, not an end. Your salesmen have passed the experimental stage and realize they know how to sell.

However much each of your men might desire to start his own business, they must realize the practical and financial difficulties. The best chance therefore that any of them will ever have to go into business for himself, is the opportunity you now offer—of unlimited earnings through sales on commission.

Make it clear that you expect every man to make more money than you ever paid him as salary and bonus. (It is taken for granted that the commission offered will be high enough that sales of 1922 figured on the proposed basis would net the 1922 salary and bonus to the average salesman; and that your men will have confidence you want them to make more this year than last.)

Further, until such time as each man has had enough good years to build up a healthy reserve, it is likely that he will worry over the prospect of a possible

"lean year" (perhaps due to causes beyond his control) and by worrying lose his confidence, unless you relieve him of such worry by a plan of "minimum wage," guaranteed by the company for a definite period (say six months) which you could well do rather than risk the cost of training a new man later on, especially as such special advances would all be repaid you out of the salesman's next six months' commission.

No doubt most of your men are married; for them your plan will not be complete without a message to the wife, how much more her husband *could* earn than you could ever afford to *promise* him as a straight salary.

Financing at Least Risk

As to old employees, known to be good boosters for the house, you are not likely to lose except through death, and this can be insured against.

As to new recruits, make clear the parallel between the prudent merchant who invests in other business, and the careful salesman who "salts down" a few dollars each month in good bonds. Make it clear that you expect every man to lay aside a fair part of every good month's commission.

The average salesman has no time to study the bond market; but if your company will offer him a selection from a short list of safe bonds paying at least six per cent, and if you offer to buy any bond he wants, deducting some definite sum from each month's commission, you accomplish:

A. Put into your own hands quite a little of the man's savings (especially if you volunteer to mail them checks on coupon days, and offer free "safety box" service.)

B. Get them into the "savings" class.

C. Give them a definite incentive to sell that much more to overcome the deduction towards the bond purchase.

If I were one of your men, and if I knew you were as much interested in seeing me earn more as you were in the company's profits, if the chance to "go into business" was really a privilege, and if I knew you to be *completely free* of a desire to hold down a salesman's earnings to make sure your own pay would always overtop his income—if all this was true you would present the above ideas so convincingly, I would surely "fall for" the plan. That is, it is a "human question," more than selling scheme.

Nearly a billion dollars is needed by India to carry out all the present plans for income-producing works, according to a report to the Department of Commerce from Trade Commissioner Batchelder. It is possible that American bankers may be asked to underwrite loans. Among the projects under consideration are an irrigation system in Bombay, as well as new schoolhouses and port development works; irrigation, forests and other public works in the United Provinces; irrigation and hydro-electric plants in Punjab and it has been decided to build a \$10,000,000 bridge across the Hoogly in Calcutta, besides other improvements for the ameliorating the housing and congested traffic problems in Bengal.

The Sales Manager's Job as I See It

A manufacturer recently employed a sales manager for the first time. There was a dispute as to just how much authority the sales manager was to have — and what his duties were to be. We put it up to a few of our readers who employ sales managers and here is what they said:

Field Work One of Most Important Duties

By Edward N. Hurley

Chairman of the Board, Hurley Machine Company, Chicago

THE technical duties of a sales manager might interfere with the practical side and many things depend upon the individual. Any rule may be laid down as to his duties without taking into consideration his personality, the length of time he has been in the service, whether he has ever had a title before, and whether he is big enough to forget his title and be his real self as chief.

Of course, everyone knows that he reports to his superior officer, whether president or vice-president, and should be held responsible for the supervision and direction of sales. He should have under his direction sales, advertising, sales promotion, service, statistical and sales school departments, and he should cooperate closely with the financial and production departments.

He should make trips occasionally, calling on the branch offices and stores of the company, checking up the traveling men and keeping in touch with important customers, jobbers and dealers. The sales manager who sits at his desk and never takes a trip into the field in order to get first-hand field conditions and get in the atmosphere of the trade from the other side of the fence, rarely makes a success.

He should not make a practice of writing letters to his salesmen that are sarcastic or critical of the salesmen's efforts. When enthusiasm, encouragement and fairness fail to produce results as a general rule the salesman ought to sell another line.

No sales manager has the respect of his men unless he can go out and do what he expects them to do, whether it is ringing a door bell or calling on the president of a large corporation. In this way he will hold the admiration and respect of his men.

He should be a master of detail, but not devote too much time in this direction. A sales manager of today who has not the story from the statistical standpoint before him, giving a history of each territory and the amount of business, the expansion and development of that particular section and what may be expected, is working in the dark. He should work on a budget for his advertising and printing, and the men under him should be taught the value of the printed matter and circulars that are being mailed by the company. Each of

his men, salesmen in the office and men on the outside, should also understand the value of their expenditures.

A man applying for a position who can make a statement that he sold a certain line of goods, whether on the road or in the office, and can give the total volume of business he sold and the amount of money he had to spend in order to get that business, will get a position very quickly. Most corporations are prone to neglect educating their salesmen to think in terms of dollars when it comes to the expense of selling.

Should Be Strongest Salesman on the Payroll

By J. G. Chapline

President, LaSalle Extension University
Chicago

IN the proverbial nutshell, the duties of a sales manager are—to make his men sell. He must be able to select and engage the right kind of men—to see that they are thoroughly trained, and after they are on the job, properly supervised. He must be able to analyze market potentialities, establish production quotas accordingly, originate selling ideas, and devise ways and means to insure maximum realization.

The basis of successful sales management is the demonstrable ability on the part of the executive to himself be the strongest salesman on the firm's payroll—to be able to surmount selling difficulties of every kind and character and secure the kind of orders that are taken on a basis of fact and fair dealing.

This ability to personally sell does two things—first; it wins the respect of every individual on the force and makes him listen to and act upon the injunctions and instructions he receives—second; it enables the executive to deal with difficulties from a standpoint of practical fact rather than theory—makes his instructions and advice immediately productive in the hands of his men. This is the fundamental of sales management—the broad, unusual selling ability of the head translated through and multiplied by the number of men on his force.

Naturally, part of the sales managerial function consists in watching the daily reports of the men—studying the orders and the lost sales—tying the strong producers closer to the organization they represent and analyzing the weaker men's difficulties and trying to bring them up to the levels necessary for efficiency.

A knowledge of the weaknesses common to all salesmen and the ability to

correct them—the transmission of courage, the enforcement of the doctrine of continuous, unflagging effort enters strongly into sales supervision.

There is a bigger side to the work of the sales manager whose guage is broad enough to qualify him. This type of man does more than hold his field force up to maximum production efficiency and see that their business is secured in the manner best compatible with a permanent, ever-growing trade. He watches competition to keep his own product abreast of the markets. He studies territories and consumer trends so that good markets may be well cultivated and neither men nor money wasted on barren fields. He studies his product and its possibilities with a view to ever widening use and expansion of utility together with the accompanying volume increase.

He recommends improvements which make marketing easier—he lives with the product—the consumer—the distributor—competition—and through the medium of his men translates his own broad qualities into sound stable business. The sales manager who conforms to this formula is a vital factor in his organization.

Sales Manager Should Have Charge of Advertising

By Charles S. Pearce

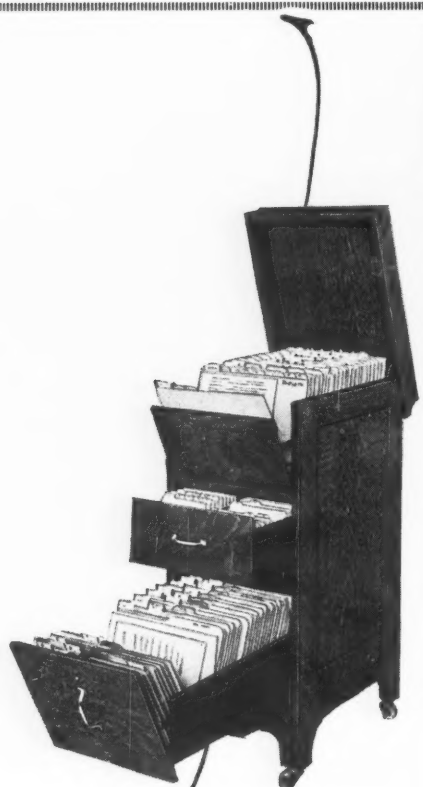
Vice-President, Palmolive Company
Milwaukee

WITHOUT attempting to go into detail, my impression is that the duties of a sales manager are to promote the sales of the company by careful supervision, example and organization.

He should suggest new methods and perfect old, raise the efficiency and morale of his salesmen and be personally a better personal salesman than any one of his men.

As soon as a sales manager demonstrates his ability he should be given wide authority. If the business is one employing advertising the sales manager should be the head of that department also, although he may have technically trained men under him. In this case his duties should involve the fullest coordination of advertising and the other forms of selling.

"I can assure you that I feel I am getting more than my money's worth in subscribing to SALES MANAGEMENT as I find all your articles are very interesting and educational, even though they do not all apply to our particular business."—J. Milton Zimmerman, Mgr., Rowe Manufacturing Co.



Your Personal File

THE handiest file ever devised—keeps your confidential sales records, reports, statistics, follow-ups, correspondence, daily work, unfinished business—all in arm's reach, instantly available. Opens like a book, exposing every paper, readable in the file if you wish. The best assistant for all sales executives. Oak, mahogany or walnut outside; steel inside. Cost is small—the convenience is great. Try it in your office ten days FREE.

SEND FOR—File and System Catalog 22S
Utility Desk Catalog 23S
Tariff Files 1005S
Auto-Desk Companion 1003S

THE AUTOMATIC FILE & INDEX CO.
West Sixth Street, GREEN BAY, WISCONSIN
Chicago Branch, 29 S. LaSalle St.; New York, 70 Duane St.; Los Angeles, 420 S. Spring St.; New Orleans, 123 Carondelet; Milwaukee, 425 E. Water St.



PHOTO BY INTERNATIONAL NEWS

All important trading centers are well supplied by ample and safe warehousing facilities, as evidenced by the above aerial view of the Bush Terminal.

Freight Rates as a Sales Lever

How Sales Managers Outwit Competition That Enjoys Advantageous Freight Rates

By Wilson V. Little

A NEW YORK candy manufacturer who ships from his factory direct to his Chicago customers in less-carload lots pays, or causes his customers to pay \$1.245 per 100 pounds. If he shipped in carloads, the rate would be but \$0.945, a saving of 30c per hundred pounds. On dry batteries, the rates between New York and Chicago are \$1.06 less-carload, and \$0.565 carload, making a "spread" of \$0.495. Similarly, between any two cities the freight charges for less-carload quantities exceeding proportionally those of carload quantities according to the commodity classification and the distance carried.

How Pool Cars Are Handled

Manifestly, it would appear incumbent upon sales managers, in conjunction with their traffic departments if they have them, to take advantage of the saving procurable in this "spread" between the carload and less-carload rates, especially since the means to do so is readily available in the facilities provided by responsible public warehouses located in practically every city of any size throughout the nation. Take Chicago, for instance. Due to its strategic position as the rail traffic pivot of the country and as the center of a great consuming population, manufacturers who sell their products widely have felt the lure of the Chicago market. Their distributing needs, naturally, have developed the warehousing industry there to a very high degree of responsibility and usefulness.

One phase of this usefulness is the distribution of so-called "pool" cars. A prominent eastern battery manufacturer sends a salesman periodically to work the trade in Chicago and the Middle West, and he accumulates in two or three weeks possibly two hundred orders. If each of these orders were shipped individually and direct from the factory, the rate would be \$1.06 per hundred pounds. The

customers pay the freight, and the manufacturer could very readily ship each order by itself. However, he is anxious that his customers should receive the benefit of the carload rate, which is \$0.495 per hundred pounds cheaper. So he assembles enough shipments to aggregate minimum carloads of 30,000 pounds each and ships the cars in care of a responsible public warehouse in Chicago. The warehouse notifies the various Chicago concerns whose shipments are in the cars to call for their respective consignments and to pay their pro rata shares of the carload freight charges, plus the warehousing company's charges for handling the cars. The shipments for out-of-town customers in adjacent territory are promptly forwarded less-carload. This considerate manufacturer has saved his Chicago customers approximately 40c per hundred pounds, or at the rate of \$120.00 per carload; the goods are in the customers' hands long before they could otherwise have been under a less-carload movement; there has been less liability to damage, since there has been no rehandling en route; and the manufacturer has received a thorough accounting of the disposition of the contents of the cars.

Extending the Trading Zone

He has, furthermore, been able to compete in a market 1,000 miles away with Pittsburgh and Cincinnati manufacturers who are only half as far from Chicago as he is. In fact, he is able to undersell them, for they have not yet discovered or have not had the enterprise to use "pool" cars, and the less-carload rates from these points exceed his carload rate from New York.

Several nationally-known candy manufacturers employ the same efficient and economical methods by shipping "pool" cars, as do shippers of other commodities, such as the California fruit packers,

(Continued on page 526)



Plunge in Haste and Repent at Leisure!

MANY of the best-informed sales managers of the country have "felt" their way into the New York market by way of THE WORLD'S MERCHANDISING DEPARTMENT.

It has long been a saying that "New York will try anything once." It cost one manufacturer \$150,000 to find out that this is only a saying; that it isn't always true. It cost another manufacturer \$250,000 to get just as far as a competitor had gotten with about \$45,000.

It is doubtful if any other single service in the country has saved advertisers more money than THE WORLD'S MERCHANDISING SERVICE.

The reason for this is fully explained in "Merchandising America's Greatest Retail Market," an eighty-page book describing the New York market, which will be sent FREE to any advertiser or agent contemplating an invasion of the richest retail market in the world.



Pulitzer Building, New York

*Ford Building
Detroit*

*Title Insurance Building
Los Angeles*

*Market and Third Streets
San Francisco*

*Securities Building
Seattle*

*Mallers Building
Chicago*



Rand McNally Map Systems Keep you in touch!

THINK what it would mean to you to be in closer touch with all stages in the distribution and sales of your products! How often would your decisions in the present and your appraisal of the future be different—if you had in graphic form accurate information on these matters?

And you can have it—by using a RAND McNALLY Map System. You can check the routing of salesmen and the results of their calls. You can indicate the location and number of jobbers and retailers, prospects and undeveloped territory. You can record the results of advertising campaigns and the circulation of dealer helps. These are but some of the uses.

A RAND McNALLY Map System makes management more efficient. It cuts out expensive and time-consuming detail. It shows at a glance the desired information. A clerk can keep it up to the minute—it's that simple. It is inexpensive in initial cost and in cost of operation.

Each RAND McNALLY Map System is planned for the particular job it has to do. It is installed only after study of your requirements by our business map specialists. There is no obligation and no charge for this service.

Perhaps your business demands only a desk system, perhaps a complete wall system—or a combination of the two. We are ready to devise for you the map system that meets your needs exactly.

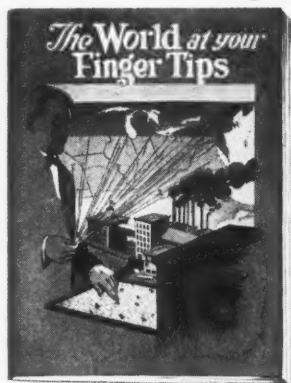
RAND McNALLY & COMPANY Map Headquarters

Dept. R-15

536 S. Clark Street, Chicago 42 E. 22nd Street, New York
Branches: Washington . Boston . Buffalo . Pittsburgh . Cleveland
Detroit . St. Louis . San Francisco . Los Angeles

Write for "The World At Your Finger Tips"

This RAND McNALLY booklet explains in detail many different map systems which have been installed to meet specific requirements in some of the country's leading concerns in many different lines. "The World At Your Finger Tips" is full of suggestions which will be valuable in your own affairs. Write for it on your letterhead—it is free.



Trade Commission's Order Reversed

(Continued from page 492)

either of the Federal Trade Commission Act or of the Clayton Act, and they do not support the Commission's conclusions of law. The Mennen Company is not shown to have practiced 'unfair methods of competition in commerce.'

"The order to cease and desist is reversed."

There is a possibility, of course, that the case may be carried to the Supreme Court, and it is not within the province of a mere layman to predict what may happen to it in that contingency. In the meantime, however, business men are not likely to be interfered with on this score by the Commission, and unless the Supreme Court is inclined to change its mind regarding its pronouncements in several other cases there is little chance that the present decision will be seriously modified.

When Present-Day Selling Methods Become Obsolete

(Continued from page 488)

sumer demand, and the willingness, yes insistence, of consumers to know more about what goes into the products they buy.

The sales manager of a large shoe company writes that they have almost entirely revamped their sales policy. In place of huge stocks of staples they have switched to low stocks of novelties, adding the hazard of possible left-over styles which if not sold quickly, soon mean huge losses. Why was this necessary? Because of the tendency away from the small towns and crossroads, into the cities as far as shoe buyers are concerned. "I wish we could see into the future of sales management," says this executive. "The policies that are keeping us ahead today are the result of our foresight four or five years ago, and our willingness to 'about face' and change our policies. What must we do to maintain our leadership? That is what worries me, for I know full well that our leadership five years from now depends solely upon our ability to plan NOW for the conditions that may prevail THEN."

How is your line affected by the 11,000,000 automobile owners, and the miles of good roads that are thronging the cities with country buyers weekly, instead of annually, or semi-annually, as was the case five or ten years ago. One concern has recently completed a survey of its business for the past few years and has decided to concentrate on cities of 15,000 to 100,000 population. They have instructed their entire sales force to keep away from cities of less than 15,000 people, for their investigations have proved that their lines are no longer sold to consumers by small town merchants, because it is a line that appeals to the automobile-owning class who desert the small towns when buying, and drive to the nearest city where larger selections are available.



Copyright Underwood & Underwood

*Hunting Up Commissary Stores That Supply Workers in Plants Like the Above Tripled
One Salesman's Business in Less Than Six Months*

Commissary Stores Offer Big Outlet

How to reach the 8,000 "off the main road" stores so often overlooked when salesmen are allowed to work territories without supervision

FOR many years a certain company in Cleveland had a salesman who made his headquarters in Hattiesburg, Miss. This salesman always turned in a big volume of business, and was one of the best producers in the entire southern territory. Then he got angry and resigned.

The young man who was sent from one of the northern territories soon wrote back and wanted to resign. He complained that there was no business in the towns on his route list, and that there wasn't a good store in more than three of the towns in his entire territory.

Then the sales manager began to investigate to learn where all the business the old salesman always obtained had been coming from. It didn't require long for him to find out. It came from the big commissary companies that were owned by the lumber concerns which operate in this territory. The letter he wrote the cub salesman was substantially to the effect that he was to look for smokestacks and lumber mills, and to find the commissaries that supplied the workers in these mills. He told the cub in rather plain language that he should get off the main streets, and out into the woods, and get the commissary business. He explained that the commissary is usually located in some out-of-the-way place, not within a stone's throw of the courthouse or the city hall, as are the regular stores.

Few sales managers realize what an enormous volume of business is done by the commissaries of the coal, lumber and mining interests. Until the past few years there was an association of commissary managers, who met in convention each year. Some of the figures of business done by these commissary stores are far in excess of the average small town store whose business is so vigorously solicited by every salesman who visits the small towns.

While this association has been disbanded it is interesting to look over the records of business done by some of the members. Here are some of the figures submitted: C. S. Collier, \$20,000 stock and \$300,000 annual business; J. W. Hogus, \$95,000 stock, \$600,000 annual business; J. D. Sasser, \$150,000 stock, \$600,000 annual business; T. R. Bowen, \$60,000 stock, \$360,000 business annually. In a little town called Clarks, La., where the census man could find but 750 souls there is a store owned by a big lumber company that sells \$750,000 worth of merchandise a year, maintaining a \$100,000 stock. The average salesman would ride through Clark with no thought of stopping unless he knew of the commissary store there.

Wherever there is lumbering, logging, coal mining, steel mills, or any sort of large scale industrial operations there are likely to be commissary stores. One

restaurant operated by a commissary store for one of the big steel mills in the Calumet district sells 1,600 pies every day for lunch, but few of the food products salesmen who work the town where this commissary is located ever bother to call on the manager. They don't know just who is the right man to see, and they go ahead dabbling with small orders when a little work would probably land an account that would keep them in bread and butter for the balance of the year.

Many concerns who have been very successful in selling to commissaries have found that it pays to have a special salesman to travel territories where commissaries are plentiful, and permit him to call on nothing but the commissary trade. In many ways it is unlike the regular retail trade. The commissary often has a sort of monopoly on the trade of the workers in the industry it serves. Often they are issued script books, as a part of their pay, these script books being good for so much in trade. Then again the lower class of help usually are given script books in advance of payday. The price of the script book is then taken out of their pay envelope. This forces them to trade at the commissary store. Much has been said in the past about the high prices charged in the commissary stores. As is the case in all muckraking, much of what has been written about the profi-

teering of commissaries is untrue, or grossly exaggerated. For the past six or seven years labor has been scarce and the commissary stores could easily chase away valuable labor if their prices were out of line. Then too, in a number of cases the commissary stores are in active competition with the local merchants in the town and their prices must be in line with competition.

Where Commissaries Buy

An Arkansas commissary manager recently interviewed while on a buying visit to Chicago said that he could no longer sell cotton hosiery in the little lumber town where his commissary is located. "Why we carry a line of silk hose that would pass muster in your Michigan Avenue stores," he proudly asserted. Twice a year one of the Chicago tailoring houses sends a man to his store to take measures for tailor-made suits. Often he will sell several hundred made-to-measure suits in two or three days.

The dry goods and grocery jobbers usually have this commissary business well in hand because their men call often and know the needs of the commissary stores. The sales manager should instruct his men to get lists of the leading commissary stores in his territory from the jobbers and the jobbers' salesmen. Otherwise they are apt to be overlooked.

He Was Following Smokestacks

"I was at one time working with a group of fifteen or more salesmen in a western city. One of the men in this group was getting about twice as much business as any of the other salesmen. I had a deep-seated conviction that he was not a better salesman than any of the other men in this particular group. His larger volume of production became a matter of much concern to me. I found that he was pursuing this simple program: He was following smokestacks. He had found by experience that wherever there was a smokestack, there was business, and he was working outside the beaten paths. I think it is a matter of record that he never failed to get business where he found a busy smokestack."

From "Field Tactics"

One sales manager has a special map of the country on which he keeps a record of commissary business. A green tack denotes commissaries that are being sold, and a red tack denotes prospective commissary customers. Salesmen's reports are checked against this map to insure a thorough working of the commissary field, as many salesmen are prone to stick to the main roads, or the railroads, and thus overlook the commissaries which are often out in the woods, at the end of some logging railroad. St. Louis, Minneapolis, Cincinnati, New Orleans, Memphis, Atlanta, are perhaps the leading jobbing centers that do the largest volume of business with commissaries, although there are many other points where a large volume of commissary orders are sent. Some of the larger towns in West Virginia do an enormous volume of business with commissaries.

Worth Going After

Any sales manager with a line of goods which can be sold through the average small town store should check up his records and see if he is obtaining his share of the commissary business. It is estimated that there are between seven and eight thousand commissary stores in the country, the average sales running far ahead of the average small-town store. The credit rating of these stores is invariably good, and it is a class of business that is worth fighting for.

One Answer to the Side-Line Problem

How One Sales Manager Found the Reason Why So Many of His Men Were Wasting Time on "Cheating Lines"

WHEN the sample trunks of a St. Louis manufacturer came back for repacking with the new lines the man in charge of the sample room reported to the sales manager that there were a number of strange looking devices in these trunks.

From long experience the sales manager knew that the men had again been flirting with sidelines. He had been through it all many times previous. He instructed the sample man to keep a record of the names of all salesmen who sent in trunks that contained articles which were ostensibly samples of sidelines which the salesman had been carrying. After the season's new lines were all packed and the trunks ready to go out the sales manager was appalled at the number of men who had been handling sidelines, as proved by the mute, but positive evidence, in the form of samples left in the trunks.

It is a funny thing how salesmen will go to elaborate pains to conceal the fact that they are carrying sidelines, and then forget to take the sideline samples out of their trunks or sample cases when they are returned to the factory. When the list of "cheaters" was made up the sales manager wrote a strong letter to each of the men telling them of the discovery of strange samples in their trunks, and in no uncertain terms telling them what

would happen if they were ever again caught selling sidelines.

But the sales manager had an awakening coming. One of the salesmen blamed it all on the sales manager. He reminded him of a certain so-called salesman's magazine which had been sent him "with the compliments of the house." This magazine is literally jammed full of advertisements of concerns who want sideline men. Every conceivable sort of claptrap is advertised as being a wonderful sideline for salesmen who are supposed to be giving their entire time to a real line, worthy of their best efforts.

The sales manager felt rather guilty. He had thought he was doing both the men and the house a good turn in sending this magazine of salesmanship to all his salesmen. He had the idea that the magazine would bring the men many new selling ideas each month—that it would inspire and help them to greater achievement. But he did not think of the two or three hundred "Salesmen Wanted" advertisements carried by this magazine. He did not stop to realize that reading all these advertisements could not help but put the sideline idea into the heads of his salesmen.

Needless to say he ordered the magazine stopped. Not because of its editorial columns—which were very good—but because of the two or three hundred temp-

tations every issue carried, in the form of appeals for sideline salesmen. There is no surer way to ruin a good salesman than to let him play with sidelines. It undermines his honesty, creates dissatisfaction, and robs his house of valuable time.

It seems that there is an enormous increase in the number of small concerns who are bidding for salesmen's time—perhaps due to the ease with which a small mail order agency business may be started. This particular sales manager has found that some of his men try eight or ten different sidelines in the course of a year—constantly searching for something that will "sell itself" as the advertisements claim. The sales manager who encourages his men to read these publications that are crammed with "salesmen wanted" ads that claim all sorts of impossible things is simply encouraging his men to try the sideline graft.

"I am willing to take chances with any firm who wants to take my men away from me on a full-time basis—but deliver me from the firm who makes a tempting offer to one of my men to carry a sideline," writes one sales manager who is seeking an answer to this problem. "The answer is partially found in not encouraging our men to read these magazines that are full of offers of sidelines."

Plans That Tripled Mail Order Returns

By Ralph K. Wadsworth

The novice in the mail order business usually spends the profits for the first three or four years trying out plans that have been discarded by experienced mail order men. Out of a long experience with such concerns as Montgomery Ward & Company, and as an executive in an agency specializing in mail order advertising, Mr. Wadsworth tells how returns were increased as much as three hundred per cent, by slight changes in the copy and plans. This is the second of a series of articles on building a mail order department. The third will appear in an early issue.

FACING the ever-increasing cost of selling in small towns a sales manager with a "light" line of specialties decided to organize a mail order department with which to cover the small towns. Three months after the plan had been in operation he checked up and found that the mailings were not paying. The volume of business was too small, and the small units couldn't possibly carry enough profit to pay for the cost of preparing and mailing the advertising matter.

An experienced mail order man was called in and after a careful analysis he suggested that the plan be changed so that the dealers could send in their initial orders without the "cash-with-order" payment plan. It was changed so that the goods could be inspected before paying for them.

The Newcomer Must Build Confidence

In a short while the mail order department was on a paying basis, and as the dealers came to know the firm the cash-with-order plan was reinstated. There are few dealers or consumers who have not at some time been "stung," or at least disappointed in some mail order purchase, and in framing any sort of mail order plan the sales manager must, of necessity, take into consideration the matter of making the plan so open and above board that the lack of confidence will be discounted. After the customer's confidence is won, and the firm's reputation firmly established, it is sometimes possible to go back to the cash-with-order plan successfully.

Confidence plays a large part in all businesses and nowhere is this more true than in mail order selling, where "buying sight unseen" calls for more faith than in the usual method of merchandising. If you are a new mail order advertiser, you have probably been made all too keenly aware of the fact. Perhaps your pocket-book has been made to suffer from just such situations as the following:

In his capacity with one of the large mail order companies, the writer frequently visited small towns and talked with the customers in their own homes, often as not beside the kitchen stove. This he did for the purpose of applying their viewpoint to his advertising. Calling upon one such family he was greeted in a friendly fashion and the following conversation took place.

"Yes, I buy lots of things from Montgomery Ward and Sears, Roebuck," the head of the house said, and he pointed out some furniture and roofing he had bought. His wife mentioned some house

dresses she had purchased. They expressed themselves as much pleased with the goods and they summed up their experiences by saying that they knew they could always send back anything they weren't satisfied with and get their money without trouble.

The writer was curious to know whether they received catalogs and literature from other mail order firms. "Yes, we get lots of mail from different houses. There's one up-state that's been sending us a lot of mail lately, but we never buy anything from them. The prices are all right, but supposing we sent them our money, we don't know whether we would ever get anything for it; and so we stick to the people we know will treat us right."

Now, what would you, as a new mail order advertiser, do in a case like that? There would be hundreds and even thousands of just such instances where you could probably make a sale if you could only overcome their distrust.

No doubt you would employ all the well-known methods of strengthening a customer's confidence. Realizing that the man at the other end of Uncle Sam's postal route wants to know something about you and your responsibility, you would very likely reproduce in your literature letters from banks and other institutions of recognized standing telling about your integrity and general reliability. An old and established firm as Montgomery Ward & Co. recently devoted the first page in their big catalog to reproducing just such a letter from a Chicago banking house, vouching for their integrity.

Why Returns Are So Small

A common fear among mail order buyers is that the goods will not measure up to the standard called for in the advertising, or in the case of a correspondence school, that the course is not all it is claimed to be. To overcome that objection you could of course, put in a money-back guarantee. The liberal use of testimonials would also strengthen your case.

But even with these devices, if you are a new firm you would be at a disadvantage. There have been so many shaky, fly-by-night mail order propositions that people have grown cautious about trusting a new house. And you can't blame them for it. It's a wonder they have any confidence in the mail order business left. There have been too many incidents like the following:

The writer at one time conducted a mail order enterprise in the East, and

one morning in going through his mail found in answer to one of his advertisements a letter from a man in Vermont complaining bitterly about another mail order house and asking us to help him get his money back. He had received neither the merchandise ordered nor the money he had sent them, and he wound up by saying that he knew we were reliable, and as we were in the same city he felt sure we could help him. His letter had all the marks of sincerity about it and his implicit confidence in our own rather new enterprise was puzzling until we found that the advertisement he answered was in a magazine which censors its advertisements carefully and is known by its readers to guarantee that it will make good on any purchase made through its columns.

And that, by the way, brings up the matter of censorship of advertisements by publishers and the effect it has upon the pulling power of its advertising columns. But that's another story and will be touched upon later in this article.

The "Send No Money" Plan

The man in Vermont has been cured of sending his money to an unknown concern and there are many more like him. During the war the attention of the Post Office was called to the thousands of such cases which came up in connection with a Boston shoe mail order house.

There is one way by which you can combat this fear of sending money to an unknown firm and that is by the use of the C. O. D. plan. Under that plan a customer can send for an article and need not pay for it until the postman hands him his package. He need have no fear about not getting something for his money.

I know of nothing that will give you a clearer idea of the part played by confidence in the mail order business than the results you will secure by applying the C. O. D. plan. It is especially effective in advertisements in publications.

By a comparison with the usual method of requiring money with the order it has been found that the same advertisement could be made to bring in 300 to 400 per cent more orders. The reason? Simply that people had more confidence when ordering under the C. O. D. plan.

Of course, there is another factor to be considered in the use of this method, and that is ease in ordering. There is less inertia to be overcome when a customer can send for merchandise without bothering to secure a money order or to write out a check.

That the chief reason for the success of the "Send No Money" plan, however,

Results!

THAT'S what you practical-minded, resourceful, alert sales executives seek when you make an investment in advertising.

You have a right to be curious about the consequences before you say "shoot!"

You don't care a tinker's dam about the whichness-of-what or the whyhness-of-wherefore of advertising.

RESULTS—that's the yardstick to use in measuring advertising agency service. We welcome the test.

Be of inquiring mind. Send for a reprint from Printers' Ink which describes a very successful campaign we planned and produced.

Ask for "Results!"

MORGAN ADVERTISING AGENCY

633 WASHINGTON ST.
BOSTON MASS.

Member American Association of Advertising Agencies
Member National Outdoor Advertising Bureau

Effect of Confidence Inspired by C.O.D. Plan Showing Number of Orders Received

When money requested with order



When goods sent
C.O.D. - Three
times the results



Chart Showing How Returns Increased by Use of C. O. D. Plan

is the added confidence inspired, you will readily appreciate from the following.

As a mail order advertising man the writer has had occasion to prepare many such C. O. D. advertisements and some of them he has varied by offering to pay postage if the customer would send money with the order; otherwise the customer paid the postage. Sometimes he has changed this by increasing the price ten cents when the goods were ordered C. O. D.

These special inducements resulted in only ten to fifteen per cent of the orders arriving cash with order. In some cases by a special arrangement of copy in certain publications this proportion has been increased to twenty or thirty per cent. Mail order customers are essentially thrifty people, and if the C. O. D. method did not mean primarily greater confidence, the greater portion would undoubtedly have made the extra effort and sent money with order so that they could save the postage charges or the ten cent additional fee. One would at least expect fifty or seventy per cent of them to do so, and yet they did not. The only reason that can be assigned for their preference for the C. O. D. plan is their feeling of greater safety under that method.

The Slow-Pay Customers

Of course, there is another plan you could adopt that would inspire even greater confidence than the C. O. D. idea, and that is to offer to send goods on approval. Some advertisers do this, but for many reasons it is not generally practicable. Among other things it usually ends by tying up too much money in outstanding credits. One New England firm selling fish in this manner developed an enormous business, but suddenly woke up to the fact that it had outstanding unpaid accounts amounting to a million dollars. While people usually meant to pay them, they were not by any means as prompt as they might be and the carrying of such a large outstanding credit was a heavy burden. This led them to change their method of doing business.

In a preceding paragraph mention was made of the effect of publishers' censorship upon the advertising power of their columns. If you are a mail order advertiser, you are in a position to learn a great many curious facts about various magazines that you would probably not discover otherwise. One of them is that, other things being equal, the reader-con-

fidence a magazine enjoys has a direct bearing upon the pulling power of its advertisements. Likewise this greater confidence produces a better class of inquiries or orders.

There is a growing tendency on the part of publishers to tighten up the character of the advertisements admitted to their columns. A good illustration of this is an Eastern publication of 200,000 circulation which is an excellent mail order medium. Before an advertisement is admitted to its columns, it is not only censored for copy and character of merchandise, but they want to know about the advertiser's financial responsibility. The result is that people respond to advertisements in their columns who would not think of answering a mail order advertisement in another publication. The writer has personally seen many letters received from their subscribers, saying in substance, "We saw your article advertised in the Blank Magazine and so we know it must be satisfactory and that you are reliable."

Confidence-Destroying Advertising

In the case of C. O. D. advertisements offering to pay postage if money accompanied the order, the usual run of publications would average about ten per cent cash with order. With the magazine mentioned above the cash would run to thirty per cent with order, showing the effect of increased reader-confidence.

As against this extreme of censorship, the writer can cite the case of another mail order medium of about 300,000 circulation that for a long time was known as one of the best producers in the mail order field. Now it is difficult for an advertisement in their columns to pay. The only reason that can be assigned for this is the fact that they have since run so many advertisements of unreliable mail order enterprises that their readers have become chary of answering their ads. For example, there is one mail order concern using page advertisements whose business has been rejected by practically all the better class publications, because this firm does not make good on its representations.

If anyone is in doubt about the part played by confidence in the mail order business, let him only remember the results of the C. O. D. plan and the effect of reader-confidence. A mail order advertiser cannot go to too great pains to establish every ounce of confidence possible.

ADVERTISING PAGES REMOVED



1 The retail salesman:

I get the order!
In my line (it's the truth)
I'm as good as Babe Ruth—
I get the order!!



2 The retail buyer:

I get the order!
It's the stuff that I buy
That makes profits high.
I get the order!!



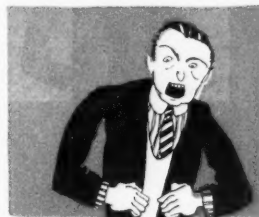
3 The retail store owner:

I get the order!
I say it's "dough"
That makes business grow.
I get the order!!



4 The traveling salesman:

I get the order!
With time table and mileage,
Zip, "bull" and smileage,
I get the order!!



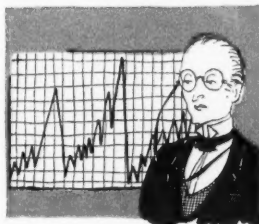
5 The sales manager:

I get the order!
With my wonderful "rep,"
My direction and pep,
I get the order!!



6 The advertising manager:

I get the order!
My direct stuff's the berries;
It brings home the cherries.
I get the order!!



7 The advertising agency:

I get the order!
With my copy and plan—
Why say, Mr. Man,
I get the order!!



8 The manufacturer:

I get the order!
I make things so well
They can't help but sell.
I get the order!!

9 All together:

We get the order!
When together we pull
We're as strong as a bull.
We get the order!!



The Buying Impulse

THE men on our copy staff not only have the ability to write engaging copy but also the knack of putting into it that intangible something which creates the urge to buy. They have had the training of newspaper work plus actual experience in selling.

Never for a moment do they lose sight of the fact that the test of copy is sales. However much the advertising story may be "dolled up," in words or pictures, it must focus definitely on orders.

If you are in sympathy with the copy policy of JOHNSON, READ & COMPANY and would care to discuss its application to your own sales problems, we invite a conference.

JOHNSON, READ & COMPANY INCORPORATED *Advertising*

202 SOUTH STATE STREET, CHICAGO
Charter Member American Association of Advertising Agencies



How I Doubled My Salary in Two Years

(Continued from page 480)

elements. Our products lend themselves to theft for a variety of reasons. Our methods of distribution lend themselves to thieving. Through control accounting we now know daily of leaks as small as a single box. The value of this is, perhaps, shown by the fact that a single box four by six by twelve inches represents a retail value as high as \$300 in some cases.

Another danger in our industry comes through frequent changes in design and product so that stock must be turned or, in many cases, written off as of no value. We actually give to charitable institutions thousands of dollars' worth of our merchandise each year, which is in no way affected from the standpoint of use but which has become of a negligible value from the standpoint of sales. My acquired knowledge of the value of control accounting has led to savings at our factories and branches the profits from which alone pay in six months the entire cost of the entire control accounting department.

Recently, one of our stockholders who is heavily interested in other large enterprises, was so impressed by our control accounting that he wished to acquire a working knowledge so that he might forcibly insist upon the installing of similar departments to protect his other investments. He asked me, "How can I obtain such knowledge as you gained? It would be an imposition upon your friend to attempt to secure it from him. I want to be in a position to ask questions covering details which I can see will arise in connection with at least five companies. It would not be fair to you to place such a burden on you, even if you volunteered this assistance."

Getting the Vital Facts

Since this stockholder is a man of independent means, and his interests are of sufficient size and variety to deprive him of the possibility of direct control of any individual enterprise, the solution which we reached was for him to hire as his personal counsel a control accountant as an additional secretary. This new secretary visits the different manufacturing plants in which this friend is a stockholder. He then reports in detail to his employer the conditions he finds, and explains in simple Anglo-Saxon words just how control accounting can serve. The head of our control accounting department and my friend's secretary have become more than mere acquaintances. From my control accountant I learn that I shall soon be playing second fiddle to my friend, so far as his wide knowledge of control accounting is concerned.

Incidentally, you may be sure that I have acquired in this past few months a definite knowledge of the principles of elementary accounting. It is surprising to me to find that they seem amusing and trivial rather than abhorrent and tremendous.

(Part two of this article will appear in the May issue of SALES MANAGEMENT.)

The New York Times

From "A Study of The New York Times," by John F. Sweeney,
The Sweeney & James Co., Advertising Agents, Cleveland, Ohio

The New York Times has for years led all New York newspapers in volume of advertising. In 1922 The Times published 24,142,222 agate lines of advertising, a gain over 1921 of 2,489,609 lines and an excess over the next New York newspaper of 6,898,132 lines.

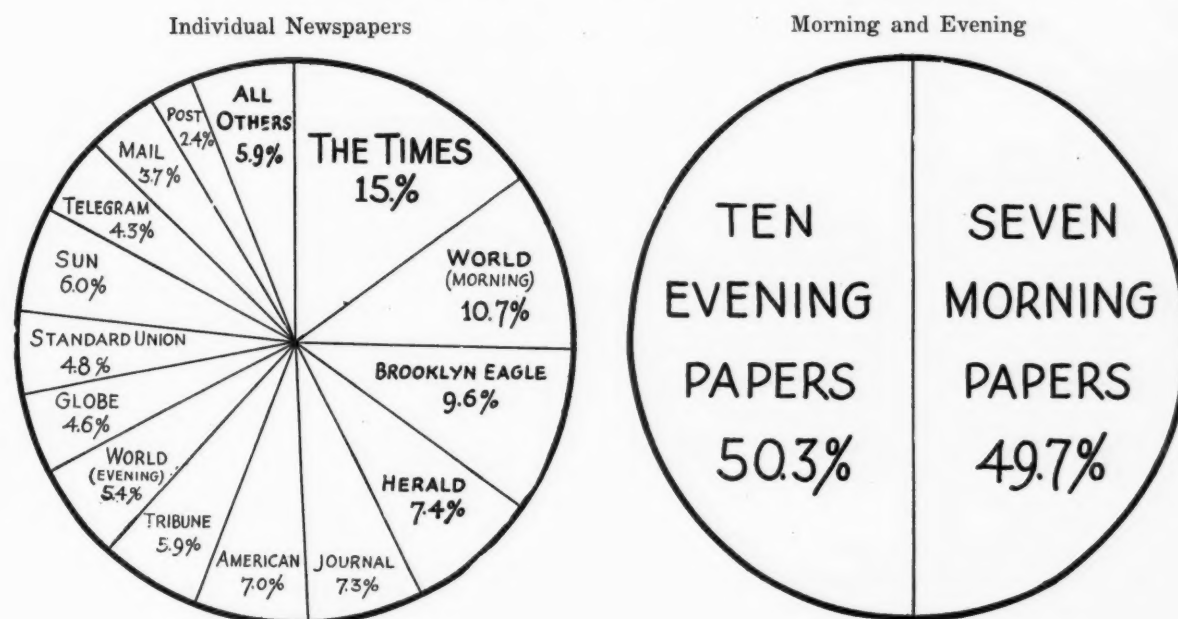
Twenty-Six Years' Record of Advertising

YEAR	AGATE LINES	YEAR	AGATE LINES	YEAR	AGATE LINES
1896	2,227,196	1905	5,598,322	1914	9,164,927
1897	2,408,247	1906	6,035,457	1915	9,682,652
1898	2,433,193	1907	6,304,298	1916	11,552,496
1899	3,378,750	1908	5,897,332	1917	12,509,587
1900	3,978,620	1909	7,194,703	1918	13,518,255
1901	4,957,205	1910	7,550,650	1919	19,682,562
1902	5,501,779	1911	8,130,425	1920	23,447,395
1903	5,207,964	1912	8,844,866	1921	21,652,613
1904	5,228,480	1913	9,327,369	1922	24,142,222

The confidence which readers feel in the dependability of the news columns of The New York Times is reflected in the advertising columns and in the great purchasing power of its readers, producing results to advertisers which frequently are remarkable. Many profitable businesses have been built up, efficient selling organizations formed, merchandise of every description sold in large volumes through The Times.

Announcements of merchandise frequently appear in The Times to the exclusion of all other newspapers, at least in the Eastern United States. Advertisements of companies specializing in the construction of large buildings, announcements of gas engines, machinery, hardware and other lines, heretofore advertised almost exclusively in trade periodicals, now appear in The New York Times with increasing frequency.

Total Advertising Distribution of New York Newspapers in 1922



Four Evening Newspapers Issue Sunday Editions; Six Do Not



Zone your advertising as you O. A. A. on effective sales and

OUTDOOR ADVERTISING AGENCY OF AMERICA, INC., successors to the Ivan B. Nordhem Company, has chosen this new name as an indication of the broadening of its service in the outdoor field.

The Nordhem Company from its inception has specialized in outdoor advertising—more particularly in poster advertising.

But our service has not been confined to poster advertising.

To render complete outdoor service to our clients, we have gradually developed a department of national painted and electric advertising and this branch of our business has grown rapidly and has assumed large proportions. There was a 50% increase in 1922 over 1921.

Extending Our Service

On March 1st, 1923, O. A. A. took a very definite step to enlarge and extend still further its service in the handling of national painted and electric outdoor advertising.

We have placed this department in the hands of able and experienced specialists.

We are now in a position to give a service on Painted Display Advertising nationally, on a par with the excellent service our poster clients are getting.

A survey of the situation is being made at first hand in important cities. Advertisers planning national or zone sales and advertising campaigns

OUTDOOR ADVERTISING OF AMERICA, INC.

Successors to
IVAN B. NORDHEM CO.

you zone salesmen — Consult es and advertising methods

will do well to consult O. A. A. (O-double A) on the following:

Sales Managers' Helps

How a Sales Manager can zone his advertising and selling appeal to the consumer and retailer as effectively as he zones his salesmen.

How a comparatively inexpensive and effective mass-selling campaign, can thoroughly cover the territory after the sales crew has moved on.

How the sales and advertising can be adjusted to the local conditions— (all territories cannot be treated alike. America has many different markets.)

If data is required on the toilet goods market in Birmingham, Ala., the automobile accessories market in Baltimore, or the package food market in Kansas City, consult O. A. A.

O. A. A. Specialized Experience at Your Service

Every executive of O. A. A. has occupied an important sales or advertising position in the marketing of a commodity. This composite experience is at your service.

No general advertising agency is capable of giving the service in the outdoor field that O. A. A. specialists give.

Come to O. A. A. for fundamental, constructive suggestions concerning your whole sales and advertising campaign.

Our suggestions are based upon a first-hand knowledge of the distribution and sale of commodities.

ERTISING AGENCY

, INCORPORATED

POSTER ADVERTISING

Painted & Electrical Displays in the United States and Canada
Chicago 8 West 40th Street, New York City Pittsburgh



Newark, New Jersey

—Unexcelled as a Market

NEWARK, NEW JERSEY, offers to the National Advertiser greater possibilities as a market than are to be found in any other center of population in the East.

NEWARK possesses the greatest concentration of population in the United States, according to the 1920 Federal Census.

NEWARK'S purchasing power, based on Income Tax statistics, is 50 per cent higher than the average for the country at large.

NEWARK ranks among the leading industrial centers of the United States, and outranks all other cities in variety of manufacture.

NEWARK'S suburbs, including the Oranges, Montclair, Glen Ridge, Bloomfield, Maplewood, Millburn, Chatham, Summit, Madison, Morristown, and other communities along the Lackawanna, are the most desirable in the entire metropolitan district.

This exceptionally desirable field is dominated by the

Newark Evening News.

By actual analysis, it is read by eight out of ten residents of Newark and suburban territory.

Among all six-day morning or evening newspapers published in the United States, the *Newark Evening News* ranked fourth in total advertising lineage carried during the year 1922.

The SERVICE DEPARTMENT of the NEWARK EVENING NEWS conducts trade investigations and secures cooperation of the various wholesale and retail trades in support of campaigns released in the Newark territory. Route lists and trade data supplied upon request.

Newark Evening News.

(Always Reaches Home)

Newark - New Jersey

EUGENE W. FARRELL
Business and Advertising Manager

O'MARA & ORMSBEE, Inc.
General Advertising Representatives

320 Fifth Ave., New York 1308 People's Gas Building, Chicago
1007 Monadnock Building, San Francisco, Cal.

Net Daily Average Circulation **108,040**
for the year 1922

Freight Rates as a Sales Lever

(Continued from page 510)

New England and Wisconsin paper mills, furniture specialty manufacturers, dealers in dry chemicals, wooden ware concerns, aluminum ware and tinware firms, wallboard manufacturers, to mention but a few. It seems that there is great opportunity for many more sales managers to extend their sales territory more widely if they would but study carefully the carload and less-carload freight rates on their products to markets which are known to be very profitable. For it is equally as economical to ship in "pool" cars to warehouses located in other strategic distributing centers, as it is to those in Chicago—dependent, of course, upon the distance of these centers from the factory and upon the freight rates on the commodities.

A very great many manufacturers find, however, that they have difficulty in meeting local and other competition even when shipping in "pool" cars, for their prospective customers do not care to wait until their orders come from the factory even under a quick carload movement. They want what they want *when* they want it.

The sales manager of a printing ink manufacturer was confronted with the problem of having to meet local competition in Chicago, where his competitors carried stocks of ink, ready for immediate delivery. His ink was shipped from Louisville, and many sales were lost to competition because of the fact that printers would not hold their presses idle while the ink was shipped from out of town. A thorough investigation of the Chicago market convinced him that the operation of a branch house, or a warehouse of his own would prove too costly to permit a profit of sales. The overhead would eat up the profit.

A New Way to Meet Competition

Unwilling to give up the Chicago market the sales manager sought information about one of the leading warehousing institutions. Here he learned that his 500 pound drums of ink would be stored and handled for 55c per drum per month for the first month—25c for storage and 35c for handling.

Ink moves from Louisville under the Consolidated Classification Rule 25 in less than car lots. The rate from Louisville to Chicago in this classification is 30.5c per hundred pounds; in car lots 30c leaving a saving of 30.5c per hundred pounds or \$1.525 on each 500-pound drum. This saving in freight alone would practically pay all warehousing charges for four months, and at the same time permit immediate delivery.

The sales manager of the ink concern was surprised to learn about the very complete service offered by the warehouses. Cars consigned to his concern, in care of the warehouse come in without any switching charge, no matter what carrier brings them into the city. When the cars are shipped the warehouse is notified immediately of the car numbers. Through their connections with,

(Continued on page 551)

Why Some Advertising Misses Fire

By A. J. Reiss

Acme White Lead Company

In this article sales managers will see how many advertisers throw out a wonderful barrage of general advertising, that nets a goodly number of inquiries, yet fail to follow it up with the deadly machine gun fire of personal and mail salesmanship that finally lands the prospect.

TO get a line on how some manufacturers handle inquiries, I recently answered the advertisements of ten firms. In each case a return coupon was filled out for information. Here is the complete analysis of the way in which each inquiry was handled.

1. An inquiry for a booklet on a health service. Inquiry sent in 2-26-22. Booklet mailed 3-4; letter following up booklet post dated 3-7. Processed letter. Poor fill-in. Name spelled wrong. No more follow-up.
2. Correspondence school booklet. Inquiry sent in 2-26-22. Booklet mailed 3-2 by first class mail accompanied by personal letter. Salesman phoned 3-6 following up inquiry (this denotes a class follow-up system.) Since then I have received four other letters from this school.
3. Book company inquiry for prices and specimen of cover. Sent in 3-2. Letter and specimen mailed first class 3-6. Salesman phoned 3-10 for appointment.
4. Inquiry to paint company for color card, sent in 3-4. Color card mailed 3-12. No letter or any word since.
5. Letter to lumber service bureau asking for data on lumber. Sent in 3-9. Answer dated 3-26 stated samples were being sent. Never received.
6. Coupon sent to furnace manufacturer for booklet. Sent 3-10. Booklet sent 3-18. No letter. Ten days later letter received. Processed letter. Poor fill-in. Name of local agent given but street address omitted. (This is important in a city of over 25,000 population.) No further follow-up.
7. Coupon sent to furniture manufacturer for booklet. Handsome catalog (cost at least \$2.00) sent in special envelope in which letter was inserted. Good plan. Letter was personally written. Name of agent—street address and telephone number was given. Since then three other letters have been received. Local dealer has phoned. This indicates a good plan of cooperation between manufacturer and dealer.
8. Inquiry sent to dry-goods house for samples of new material. Sent 3-12. No answer yet.
9. Inquiry sent to varnish manufacturer for booklet and name of local dealer. Sent in 3-12. Booklet received 3-24. No names of dealers.
10. Coupon sent to prominent packer for data book. Sent in 3-12. Answered 3-16 with book. Four days later letter was mailed explaining the book.

Processed letter—but well filled in. Also list of products and brief description of each enclosed in letter.

Taken as a whole the above inquiries were taken care of fairly well. It seems that the so-called "personal service" advertising such as correspondence schools, book publishers, insurance companies, handle inquiries the best because they recognize the value of an inquiry perhaps more than the manufacturing concern.

Why—I don't know, for surely the manufacturer of merchandise has at least as keen competition as the "approach service" advertiser.

How should inquiries be handled? Or in other words—how can we get the most out of them?

When inquiries are received they should be referred to the proper department and information noted on each inquiry as to whether or not the firm has a dealer or distributor in the city or town from which the inquiry comes.

If there is an account in the town handling the product his name should be written on the inquiry. If not the inquiry should be marked "no dealer."

Next, the inquiries should be read by someone who has brains enough to figure out which inquiry can be handled in "routine" and which should be handled "special."

This Plan Helps the Dealer

This makes two piles of inquiries. The "routine" pile is now divided into two piles—one consisting of those inquiries from towns where there are accounts handling the product—the other pile consisting of "no dealer" inquiries.

A clerk can then send the literature or other mailing pieces to the inquirers in dealer towns.

Then the dealer should be notified of the inquiry and the inquirer should also be given the name of the dealer.

A paint company handles this in a good way. A double post card (creased in between each card for easy folding) is sent to the inquirer. On the message side of this post card is printed:

"We have sent you under separate cover, printed matter which you requested. For prices, color cards and further information on Blank Paints and Varnishes please consult our local distributors whose name is typed below. Our Art Department is ready at all times to furnish, free of charge, expert advice on decorating problems. Mail attached postal."

Below this message is a space for the dealer's name.

The post card attached is addressed

back to the manufacturer and the inquirer can use it to get special information.

When this post card is mailed to the inquirer a similar double post card is mailed to the dealer.

On the message side of the card to the dealer this is printed—

ADD THIS NAME TO YOUR LIST OF CUSTOMERS

"The person whose name appears on this postal has written us in reply to our magazine advertising and has been advised that you are our local agent. We suggest that you follow up this inquiry either by telephone or personal call—but at any rate tear off the attached postal and mail it, as evidently the sender is in the market for paint or varnish."

(Name of Inquirer)

The post card attached to this has a blank space to write in the name of the consumer and on the message side this appears—

"The Blank Paint Co., have advised us that you recently answered one of their magazine advertisements and you are doubtless interested in the purchase of some of their paint, varnish, stain or enamel. We have the agency for their products and will be glad to talk to you and help you with any of your painting problems and also place at your disposal the Blank Free Decorative Service—ask us about it.

"If it is not convenient to call at our store, drop us a line or telephone—

Yours very truly,"

(Name of dealer).

This is a very complete tie-up that can be handled without lost motion.

Now for the "special" inquiries. Most times these call for special letters and literature.

There are more potential sales in these "special" inquiries than most folks realize—that's why it will pay to put someone on them who has brains enough to write a comprehensive letter giving complete data on the proposition before him.

In answering inquiries of this kind the big thing is to answer every question asked—if it takes ten pages to do so. Brevity is a good thing but when a man asks questions—answer them—he will read your letter.

Be sure to send your distributor or dealer a copy of your letter and don't forget to give your prospect the name of the dealer.

How many times should an inquiry of
(Continued on page 537)

"I consider the following piece of advertising copy one of the most punchful, most powerful selling arguments that has come to my notice for a long time."

(Signed) PIERCE SCHULZ, Secy.,
Cartwright Sign Co., Trenton, N. J.

Since 1888 (35 years) the editor of *The Silent Partner* has been making a study of all forms of advertising, and the many things that he does not know about advertising would be a comprehensive summary of absolute ignorance; but there are a few things about advertising that he has bought and paid for, and these things he feels quite sure about.



LET me ask you a question: What is the most universally used—the one indispensable implement that you use?

Give a man a cigar and it goes up in smoke. Give him almost anything and he will wonder what you want.

Give him a good Lead Pencil, with your *name* and *address* on it, and he will use it frequently and be reminded of your thoughtfulness often.

This is what I call putting the punch of personality in advertising.

Had the neighbors of Tut-Ankh-Amen failed to scratch on stone the name and address of the King—had the Pharaohs thrown the King into the waste-paper basket (where a lot of advertising goes), "Tut's" name would have been forgotten with the last edition in Egypt.

Put a good Lead Pencil into your prospect's paw, with your *name* etched in (like an epitaph), and you have not neglected the constant reminder.

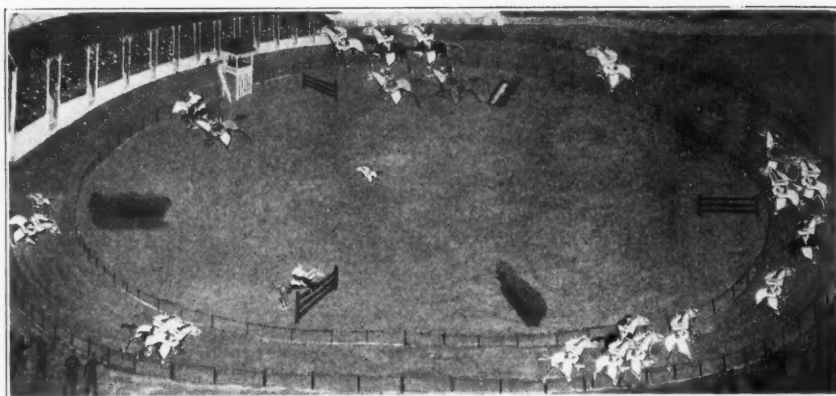
Lead Pencil Advertising costs a little and it accomplishes much.

FREE TO EXECUTIVES

The Silent Partner will see that all Business Executives get a set of high-grade Lead Pencils with their *name* stamped in gold, provided said Business Executives write on their own business stationery. This request will obligate you in no way.

Address: **THE SILENT PARTNER**
200 Fifth Avenue, New York City,
and just say: "SHOW ME."

Advertisement written by VAN AMBURGH
(*The Silent Partner*)



Sales Records, in Picture Form, of the Dashiell Handicap and Steeple Chase Keep Salesmen Working at Top Speed

Understudies Who Keep the Salesmen Working

How the Dashiell Motor Company Maintains a Constant Flow of Prospects for Its Entire Sales Force

TWO years ago the Dashiell Motor Company of Chicago, distributors of Dodge Bros. motor cars, made a house-to-house canvass of Chicago, which covered more than sixty per cent of the homes and apartments of the entire city and suburbs. When they started in to make this canvass they hired a number of young men who wanted to become automobile salesmen. They were first put through a three-day training and then sent out, with instructions to ring every door bell in a certain territory, and endeavor to find prospects for Dodge cars. These young men were paid a salary of \$25 a week. Their value was computed by the number of possible purchasers of cars whom they were able to locate.

An Automatic Check-Up

The plan worked so well that it was decided to make this their regular policy for hiring salesmen. They have adhered to it now for two years and find that it is unusually satisfactory. Most of the men they secure as junior salesmen are obtained through want ads in the daily papers, and about seventy-five or eighty per cent of them have never sold automobiles, although most of them have previously had selling experience of some kind. The main idea in using these men as juniors, at a small salary, is to teach them the value of hard work—to impress upon them the absolute necessity of hard work, and many calls. When they were out making a house-to-house canvass it was impossible for them to report anything of value unless they made many calls each day. They knew they couldn't hold their jobs without turning in a reasonable number of good prospects, and they couldn't possibly get these prospects unless they made calls.

Says Mr. L. G. Lancaster, assistant sales manager of the Dashiell Motor Co., "For the past three years we have put on no new salesmen who have not been hired as juniors and put through our course of training and preliminary work,

before we have given them an opportunity to go out as regular salesmen."

One day each week the junior salesman works with a senior salesman of this company. On this day they both call on the prospects the junior has found during the past week. The plan is an automatic check on the juniors. If they don't make the calls, they can't find the prospects, and if they can't find the prospects they can never hope to have any business to be closed by the seniors, and therefore they would never advance out of the junior class. For that reason they work—and that is the one thing needed in automobile selling.

How New Salesmen Are Trained

The senior salesmen for this company are paid on a commission basis. As soon as the juniors show an aptitude for selling, and have proved that they are likely salesmen their salary is stopped and they are put on a commission basis, and given an opportunity to sell. Then they start getting prospects from other juniors and get the right kind of start. "In too many places," says Mr. Lancaster, "a salesman can come in and apply for a position in the morning, and be out on the street, with a sales portfolio, looking for automobile buyers in the afternoon. It usually requires from two to four months for a man to get out of our junior class. By that time he has learned something about Dodge cars, and our methods, as well as having had an opportunity to learn something about meeting people, and salesmanship in general."

They have five floor men, whose entire time is spent on the floor in the salesroom. This is different from most places, where each man has "floor day," when he must remain in the salesroom to handle the trade that comes in. They feel that it is better to have regular floor men who are there all the time. They go on the theory, according to Mr. Lancaster, that any man who takes the time to come to their salesroom must be a pretty hot prospect. Therefore they want

men there who can close them on the spot if they are to receive credit and commission for making the sale. "All too often a prospect will come in and the floor man for that day will not endeavor to close him, but will let him ride along, thinking that he can go out the next day, when he is off the floor and close the sale. Too often these men find that the prospect bought a competitive car shortly after leaving our salesroom. Now the floor men must close the prospect when he comes in, or lose their commission on the sale, because we do not allow our floor men to follow prospects out of the salesroom. If the prospect leaves without buying one of our regular salesmen is given the lead, and if he closes it, he gets the commission and the floor man gets nothing."

Their junior salesmen are no longer employed for the house-to-house canvass work. They now work on lists of car owners which are furnished them. This company has found that most Dodge buyers have formerly been owners of one of five makes of cars. They therefore selected all owners of these five cars and sorted them according to streets and districts. Each junior salesman gets a portion of this list, and is instructed to call on all of them. They are sorted so that the salesman can start in at one end of a street and work right on through, with a minimum of lost effort and time.

From this list they obtain all prospects for their regular salesmen. They are still following the plan of having the juniors work with the seniors one day a week, when they close up the prospects the juniors have found the previous week.

The Dodge agency in Chicago is "different" from many automobile salesrooms. When the writer stepped inside the door a pleasant-appearing salesman walked forward quickly to meet him. There was a cordial atmosphere that made you wish that you could pitch right in and buy a car from each of the five salesmen on the floor. When it was learned that the writer came, not to buy a car, but to obtain some information, the reception was none the less cordial.

The Dashiell sales force consists of thirty-six passenger car salesmen, twelve commercial car salesmen and five floor men. The junior men dig up the leads, which are closed by regular salesmen. The junior men are given lists of car owners sorted into districts, so that the salesman who receives a list of prospects from a junior finds all his prospects in a certain territory. The commercial car salesmen have specified territories. Every lead or inquiry which comes in or every sale of a business car which is made at the salesroom is credited to the salesman in whose territory the business or inquiry originates.

For the past four years the Dashiell organization has held an annual autumn derby and steeple chase which is a contest designed to put the organization into high speed after the summer vacations.

For every dollar's worth of sales made the salesman travels a certain distance along the race course. Every time he makes a complete trip he is given a different colored horse. Last year one salesman went around so many times that a special horse had to be designed for him.

The branch writes the order—Ditto does the rest

By equipping your branch office typewriters with DITTO Ribbons you can eliminate the necessity of rewriting orders in your home office. You will thus wipe out a great amount of labor and expense besides speeding up all operations to an astonishing degree.

When the orders arrive from branches, without any rewriting DITTO will handle the routine of preparing acknowledgments, invoices, salesmen's copies, stock record memoranda, shipping tags, and all other essential or useful forms. DITTO makes all these in just a few minutes.

And all of this DITTO data will be accurate. It can't be otherwise, for DITTO copies are facsimiles. DITTO will make even the tags, labels and addressed envelopes. DITTO reproduces all or any part of the original, on forms of the same or varying sizes.

Exact information is supplied every department simultaneously. Not a single rewriting is required in the handling of any order.

Sales Managers ought to know more about DITTO and DITTO Systems. Just mail the coupon and get the DITTO Book. It tells what DITTO is, what it does, and how it will save time and money for you. Use the coupon, or your letterhead.

DITTO, Incorporated
5th Floor, 530 S. Dearborn St., CHICAGO

Ditto

ELIMINATES REWRITING

This is DITTO—a machine that duplicates any data that can be typed, written or drawn. Colors can be used, if desired. No carbon paper to pack, no stencil to cut or type to set with DITTO. Any bright boy or girl can operate it. DITTO speedily makes up to 100 neat, legible copies of all, or any part, of the original manuscript at an approximate cost of 5c per 100 copies.

The Ditto Mark

Trade Mark Reg. U. S. Pat. Off.

ORIGINAL ORDER

use the coupon

DITTO, Incorporated
5th Floor, 530 South Dearborn Street, Chicago, Ill.
Give us full facts regarding Ditto. Send the Ditto Book

Name _____
Firm Name _____
Address _____
Nature of Business _____

SM-4-38

And what happens--?

PLACE your advertising in the
Globe - Democrat. . . . What
happens?

Your message reaches, first of
all, St. Louis—wealthy, growing.
. . . . It covers the city. . . . It
reaches a group of suburbs in Mis-
souri and Illinois, whose popula-
tion, added to that of St. Louis,
totals 1,300,000.

. . . And the readers in these
suburbs are St. Louisans. Many
work here. They spend their days
here. They buy here.

Further, . . . your message
reaches the people throughout St.
Louis' trade area (radius 150
miles). It influences their buying
habits.

Further, . . . you are talking
to retailers and jobbers through-
out this area. This is important.
. . . These people look to the
Globe - Democrat for "advertising
news." . . . We know. We have
their word for it.



ST. LOUIS plus Greater St. Louis

Besides the urban
population of
750,000, figure
such suburbs as:

Kirkwood, 4422.
Webster Groves, 9474.
St. Charles, 8503.
De Soto, 5003.

In ILLINOIS

E. St. Louis, 66,740.
Belleville, 24,823.
Alton, 24,682.
Granite City, 14,757.
Madison, 4996.
Venice, 3895.
Collinsville, 9753.
Edwardsville, 5336.

These thriving com-
munities are a "part
of St. Louis" in
trade habit.



The ST. LOUIS TRADE AREA

(Radius 150 mi.)

No other paper even
claims to cover this
wide, rich market.
The Globe-Democrat
covers it—influences
it.

Influences—
Jefferson City, Mo.
(pop. 14,490.)
Sedalia, Mo. (21,144.)
Mexico, Mo. (6013.)
Moberly, Mo.
(12,808.)

Influences—
Murphysboro, Ill.
(10,703.)
Marion, Ill. (9582.)
Litchfield, Ill. (6215.)
Mt. Vernon, Ill.
(9815.)
Taylorville, Ill.
(5806.)
—Besides portions of
Arkansas, Kentucky
and Tennessee.

Globe-Democrat

St. Louis' Largest Daily

F. St. J. Richards.....New York
Guy S. Osborn.....Chicago
J. R. Scolaro.....Detroit
C. Geo. Krogness.....San Francisco
Dorland Agency, Ltd.....London
Assoc. American Newspapers...Paris

We could not be satisfied
unless we gave St. Louis
her BEST Newspaper.

Helping Salesmen Over Credit "Snags"

By R. M. Dulin

General Credit Manager, Gates Rubber Company

Salesmen cuss the credit department because so few credit men ever take the trouble to tell salesmen what information they need about new accounts. In this article Mr. Dulin tells how sales managers and credit men can work together and increase sales by teaching the salesmen how to get the facts that enable credit men to accept "borderline" credit risks.

THE first year after our credit department "sold" itself to our sales department, our accounts receivable averaged eighty-seven per cent current during good months and bad; our sales nearly doubled, and our losses were actually cut in half during a period of the most severe readjustment that has ever affected the world's economic structure.

We brought about this result by determining that our sales department would never consider the "purchase" of orders with credit, nor, on the other hand, should any credit manager buy a good "bad-loss" record by ruthlessly turning down every order that in his pessimistic imagination might endanger it. Because the salesmen, the sales manager and the entire sales department form a very important cog in credit work no business can hope to expand rapidly without large losses unless the cogs in the two departments mesh perfectly and without friction.

Where the Credit Man Fell Down

As some few types of businesses and several of the professions have steadfastly refused to make use of the advantages of advertising, so have credit men, many of them, refused to look upon their job as anything more than that of being the "watch-dog of the treasury" and the protector of the house against the depredations of an unreasonable, unreasoning species of mankind known as the genus salesman.

So many times has it happened that it has become almost proverbial that the sales and credit departments of an organization have been at swords' points—the one damning the other, only to be damned back with usurious interest. Why this has been so and is so is one of the unexplainable mysteries.

Several years ago one of our own credit men had this idea so deeply rooted in his mind that he looked with suspicion on every new order that came in. He seemed to ask himself, "Why should this man order any goods from us?" Then answered it for himself by saying, "It must be because he is such a poor risk that nobody else will have him."

And yet that man was a "good" credit man. He had had years of experience, his losses were low, and he had been well recommended. It is hard to conceive of a more childish idea of true merchandising principles.

At the same time we had a salesman who had made an amazing record for the securing of orders. He could get the name on the dotted line with startling regularity and for orders that were of gratifying size, but by the broadest kind

of credit interpretation these orders could not be passed.

The salesman seemed to think to himself, "An order is an order and I am getting paid for orders. I don't care whether the money is collected for them or not—that's the credit man's job. He doesn't like to pass any kind of orders anyway and if I can slip one over on him it will be a good piece of business."

This particular salesman, like this particular credit man, was a liability—and yet each had ability, training, and experience, which, if properly coordinated and combined, would make him an asset and a valuable asset to the organization.

We overcame the situation by a full and frank discussion of the merchandising principles involved. In effect, we told the credit man that without sales he would be out of a job, that it was to his interests to ship every order which could be collected for, just as much as it was to turn down every order that was uncollectible.

He must not only save the company from abnormal loss, but he must conserve good-will and build for bigger business by looking for ways that would legitimately justify shipments, rather than by looking for excuses to refuse them.

A Sales-Winning Credit Policy

Every business has a certain so-called "normal" loss which is incident to that business by reason of its selling its merchandise on credit. We emphasized to the credit man that if he kept his losses below that "normal" amount he was really a detriment to the business, just as much as he would be a liability if his losses were abnormally large.

To the salesman, we pointed out the fact that orders did not mean anything to the company unless they were shipped and paid for; that they were mere scraps of paper, less than valueless, because time and money had been expended in securing them and expenses dissipated in futile effort. We showed him that selling and extending credit were equal halves of the same operation and that business could not be carried on in disregard of the economic factors of it. We showed him that his success, as well as that of the credit man, depended upon profits earned, and that they could not be made either by taking foolish chances or by turning down orders which might be collectible.

We got the two upon a common basis, inspired mutual confidence and respect, and overcame a situation which was extremely irritating. Our effort ever since that beginning has been to build confidence, each in the other, between all of our salesmen and all of our credit men—

and in doing so we have made the turnover of our accounts more rapid, increased sales, reduced losses, and made for happier working conditions all around.

The fundamental aim of sales and credits is exactly the same—that of selling goods at a profit. They both must be a part of most every merchandising plan.

Salesmen Are Willing to Help

Without an understanding of sales, of the sales problem, of the sales viewpoint, of sales management, and of the sales objective, no man can adequately perform that part of the sales work which is commonly known as credits and collection. So much a part is credit of the sales activity that it seems an anomaly that it should ever have been, or should now continue to be any place considered as a dependent of the institution's financial management. Essentially, it must work for and with the sales division for bigger and more worthwhile sales.

More often than not, the sales manager is more alive to the credit and collection problems of his concern than is the credit manager alive to the sales problems.

Many is the wail that has gone forth from the lips of credit men that they have not received and have been unable to secure the slightest kind of cooperation from their sales departments in the conduct of their work, and that, as a matter of fact (whispered *sotto voce*), they do not think that their salesmen in the field are safe to be allowed to roam the country free from the strict surveillance of an asylum guard. As a matter of fact, I am convinced that they have not obtained cooperation because they have not given cooperation, and haven't taken the trouble to study thoroughly how to give it.

We have had sincere, earnest men who have had training elsewhere who have made recommendations for credit which could not be accepted, although in some cases the salesman felt so firmly convinced of his position that he wanted to guarantee the account himself. In such circumstances we have found always that it has not been due to a lack of sincerity, to a lack of honesty, to a lack of intelligence or willingness to coordinate his efforts, but purely and simply to not having had an understanding as to what things to look for and what facts to get which would justify him in passing the order were he in the credit manager's place.

In recommending shipment, we have had salesmen justify their recommendations by giving reasons such as "personal

observation," "looks of shop," "general appearances," "amount of business being done," "good as gold," "good as wheat," "good for everything he will buy"—expressions which may mean a great deal, but usually don't.

This kind of information has come to us in spite of having provided definite and specific credit questionnaires for the salesman to use, and this "good as wheat" tendency is the result of not understanding what the credit man has to know and why he has to know it, plus an instinctive aversion to asking the customer personal questions regarding his business.

A Weekly Credit Bulletin

As each individual case comes up, it is handled in an individual way by the credit man concerned, but if we can, to use Irish bull, prevent their happening before they do happen, everyone concerned is benefited. To accomplish this, we have maintained a weekly bulletin service to the salesman, which is, in effect, nothing more nor less than a simple, elementary correspondence course in credits, built for our salesman and adapted to their particular needs and requirements.

The first bulletin, which follows, starts right out in a definite and specific way, pointing out the landmarks in credit judgment. This is accompanied by a short personal letter explaining the purpose of the bulletins, soliciting the salesman's cooperation, and pledging the credit department's support in return.

"Of all the elements entering into the problem as to a dealer's success, three stand out far ahead of the others: Character, ability and experience.

"If the dealer's character and habits are not good, we have not much use for him in any capacity—especially that of debtor. Character and habits are practically inseparable—for our purpose, at least.

"A man may have exceptionally good habits and lack good character—in fact, be a thoroughbred scoundrel.

"On the other hand, he may prove himself a first-class, upright, business man of the highest integrity, worthy of confidence, and yet have some very bad habits.

"From a business point of view, if a man holds a reputation for honesty and honorable dealings, we may be justified in overlooking his shortcomings in the matter of habits; but this view can only find justification where a dealer has been long established and proven himself in business.

"On general principles, however, one could not afford to ignore a man's habits where a credit or a trust was involved.

"Old established houses have made their record. The difficulty is in finding out the character of men just starting in business. Such may and probably have served an apprenticeship as clerks but nothing can really be known of their character, principles, and business management until time and experience are given to develop them.

"A man's habits on the other hand we can know as they will be much the same either as employee or as principal.

"In extending credit, the character and habits of the party asking it, should be

searchingly inquired into and all the facts ascertained.

"No applicant for credit is entitled to it unless his record for both honesty and sobriety is above reproach.

"The man of modern ability and of good character and habits is the standby in trade; but reversing this order we are liable to reverse our fortunes if we extend them credit.

"The time to inquire into character and habits is when you make the credit—if there is any doubt, take the benefit of the doubt yourself.

"Ability—Statistics show that only five per cent of our business men succeed.

"This surely shows that while possibly the ninety-five per cent may have ability along some lines, they certainly do not have it in the work in which they were engaged.

"It is too much to expect that a business should succeed in the hands of an incompetent, indifferent, or slipshod man.

"He should have that quality within him to desire to keep and to accumulate. All men have this desire to keep in theory but not in practice. To practice, requires self-denial and that is by no means a trait of character.

The Farmer Merchants

"The dealer's business is one of endless detail and the closest attention is requisite.

"Singleness of purpose is essential to succeed, coupled as it must be with indefatigable energy.

"Experience—Of ability, experience, education, character, and habits, it would be difficult to say which is the least important or the most indispensable.

"The absence of any one would be almost proof that the business would fail.

"We often find good farmers trying to be merchants. They can ill be spared as farmers as they are trained and experienced in that calling, but as merchants they could well be spared and usually are after a short probation when they find themselves wiser but poorer men.

"The credit man calculates on about how long the 'farm money' will hold out and extends accommodations accordingly.

"Every business has its 'ups' and 'downs.' Experience in a particular business enables one to fully realize and provide against emergencies. This the inexperienced man is incapable of doing.

"Men going into new lines of business are constantly at sea and the elements seem always contending against their struggling craft. A man brought up in a particular business, however, feels as safe and secure in it as if it were a fortress.

"Capital and experience yoked together make a strong combination.

"Confidence in the individual to manage wisely and with experience is that individual's biggest asset."

Another bulletin taken at random from the first series comments on the important elements of economy and industry as factors of credit risk, and is, as follows:

"It is very important to note the application and industry with which the

dealer you are selling conducts his business.

"The dealer's life is not a path of roses. Success means hard work, day in and day out, and his active presence during business hours is absolutely requisite.

"Men work hard without necessarily combining the quality of prolonged and steadfast application, but a capacity and willingness to work coupled with application signifies vastly more. It indicates both physical effort and will power to accomplish a purpose and this not only for a direct and immediate gain but for future benefit.

Teaching Salesmen to Size Up Risks

"Sammy, take care of your shop and your shop will take care of you," was the advice of a Hebrew father to his son, and the admonition came from a competent source.

"Your report as to the dealer's being attentive to business or not attentive is very important to us.

"We are all interested in what business education the prospective dealer has had. His whole fund of business education may consist of a few months' experience or it may be made up of a short book-keeping course at his local business college.

"Whatever it is composed of, it is necessary for us to know if we are to be in a position to extend credit adequately and intelligently.

"It is clear that a dealer who has a well grounded business education plus experience in this particular line will have his application for credit more generously considered than a dealer without either or only one of these important qualifications.

"Even with every advantage of capital, ability and prestige, a dealer's ultimate and permanent success would still be made doubtful if he did not combine economy with his other good qualifications and advantages.

"Extravagance is the cause of innumerable commercial wrecks.

"In the sense in which it is used here, the word has a wide range. A man may spend \$50,000 a year and yet not be prodigal, whereas another would not be warranted in spending \$2,000 or even \$1,000. This depends entirely upon a man's income and what proportion of it is assured beyond all reasonable doubt.

"All successes are the result of strict economy and this applies to personal as well as to business matters.

"To make our business and our profits increase is difficult out of all proportion to the facility with which we increase our wants and expenses. It takes more determination and will power to preserve the balance between these two factors than the average man possesses and herein lies largely the causes of failure among business men."

These bulletins give the salesman an understanding of our credit policies; definitely point out what kind of information we must have and why we must have it; and shows them how the credit department can, with their aid and help, be a real productive force in the general merchandising plan in a way to increase their own sales.

Why Some Advertising Misses Fire

(Continued from page 529)

this nature be followed? That depends on the unit of sale. If it's large it will pay to follow every week for ten or twelve weeks. You never can tell—perhaps the last of a series of twelve letters will bring home the bacon.

When you are finished with the inquiries from dealer towns they should be sent to the salesman who can use them in various ways, such as: show them to dealers to bring out the value of your national advertising; to follow-up personally for business, etc.

Now about inquiries from towns where there is no dealer and which have been divided in the two piles "regular" and "special."

The regular inquiries are taken care of with the literature and then a form letter is sent to each inquirer bringing out additional talking points.

This letter frankly states that "we have no agent in your town but if you will tell us the name of your regular dealer we will arrange to supply you through him."

Some firms even offer the prospect a premium for this information and it gets results.

The "special" inquiries should be handled just like the ones from agency towns but the last paragraph should ask for the prospect's dealer's name.

In some cases it is best to solicit the business direct at consumer prices—rather than let a "hot" inquiry get cold.

These "non-agency towns" inquiries should then be sent to the salesman in a special envelope.

The salesman, if he is wise, will use these inquiries to get an agent in the town.

Above all, an inquiry should be handled promptly and efficiently.

It probably is too much to expect an accurate record to be kept of each inquiry (although where the unit of sale is large it will pay to do so) but if a man or woman takes time to ask you for something—it's up to you to give them all the information they desire.

Dartnell Building Addition Will Double Facilities

Operations have begun on the new addition to the present offices of The Dartnell Corporation, at the corner of Leland and Ravenswood Avenues. The new addition will practically double the present working space, giving a total of 12,000 square feet of floor space. The entire present building as well as the new addition will be occupied exclusively by Dartnell. The increased facilities are made necessary by the steady growth of SALES MANAGEMENT Magazine and the Dartnell Sales Service. During the year 1922 the circulation of the magazine increased one hundred per cent, the volume of advertising is now 300 per cent greater than a year ago. The service billing has likewise increased more than fifty per cent over a year ago. The new addition will be ready for occupancy in June.

ADVERTISING PAGES REMOVED



ALWAYS ON THE JOB

We have no time or money for men whose specialty is "selling themselves." We are more interested in selling the product of our customers. The personality of an agency solicitor may cost you a lot of money without selling your goods.

We have the ability to sell anything for which there is a need—to the folks who need it. This is why we hold our accounts. It means a lot to us—it should mean much to you.

We have no "clients." We have *employers*—25 prosperous advertisers whose confidence we have won by conscientious hard work and an intelligent understanding of their sales methods.

These advertisers speak very highly of us—to their friends and in their letters to us. From our files we have picked the following:

"You write the strongest selling copy we ever had."

"You give us WHAT we want—WHEN we want it."

"You grasped our selling points in 30 minutes."

"The 96-page book which you produced for us in 41 working days is one of the best units in our campaign. In style, sales-appeal and appearance it is a masterpiece."

We have no solicitors. We are not going to visit you uninvited, but if you are looking for an advertising agency which will satisfy you in every way, ask for a list of our employers and let them sell you our services.

You can then invite us to come in and learn what you are driving at. We will prove that we can make good for you.

SIMPSON ADVERTISING SERVICE CO.

Where "Service" Means Something

ROY B. SIMPSON, President

Saint Louis

—If you sell
in California—
you need

The
San Francisco Chronicle

One-third of the population
of California centers around
the bay of San Francisco

58 years of good-will stand back
of the San Francisco Chronicle

San Francisco Chronicle

Williams, Lawrence & Cresmer Company

National Representatives
225 Fifth Avenue, New York
Harris Trust Building, Chicago

R. J. Bidwell Company

Pacific Coast Representatives
742 Market Street, San Francisco
Times Building, Los Angeles

Member Audit Bureau of Circulations



The phenomenal development of California is a tribute to advertising—the people of the Golden Gate not only believe in it, but are most susceptible to it

Peculiarities of the San Francisco Market

Many manufacturers make the mistake of tying themselves up with brokers, when they ought to have their own Pacific Coast selling organization

THE sales manager with a penchant for statistics who looks at the figures regarding San Francisco and its tributary territory is apt to feel that this is the one place where his goods should be sold. He finds that the buying power per capita in San Francisco County is \$824, that savings deposits average \$748 for each man, woman and child, and that per capita wealth is \$3,371. A likely market to say the least.

The eyes of the world are on California. It is the favorite topic of conversation and most everybody wants to go there—either to visit or to live. Since the big fire the world has admired the spirit of San Francisco and watched its growth—they have seen a modern city rise out of ashes, and resume its place in world commerce as the leading port of the Pacific and the industrial and financial capital of the West Coast.

Localize Your Advertising

What does this mean to the sales manager? How can he reach this market? How does it differ from other markets? What obstacles must be overcome?

"When you start an advertising campaign in San Francisco don't run advertising that requires the reader to write back to Boston, New York or Chicago for information. Put a local address in the advertisement, and make some arrangements to have these inquiries handled

promptly," says a man who has had considerable experience with coast markets. "Easterners cannot seem to remember that at least ten days is required to get an answer from the East, and if your competitor has a branch, or a salesman on the job from eight to ten days sooner than you, he has perhaps booked the business before your answer to the prospect's inquiry is received."

Distribution Important

Checking over the advertising of the more experienced advertisers we find that they have heeded this advice, and given local addresses so that information may be obtained quickly. Don't run advertising that reads "write for list of dealers." Print the dealers in the advertising if at all possible. In other words don't penalize your advertising with ten days' delay due to the distance to and from the coast.

Talk to a man who has been successful on the coast and he is so enthusiastic that his praise for California is hard to believe. Talk to another who has been unsuccessful and he blames everything on the "native sons." More than likely he should shoulder the blame himself. The "native sons" probably had nothing to do with his failure. We have heard sales managers complain of good men who went stale on the coast, and who excused these men because they were not "native sons." It is entirely possible that a

"native son" will do better in California than an outsider, just as it is possible that a native Georgian will do better in Georgia than a Bostonian or a New Yorker. Californians are generally too busy promoting their own affairs to worry about whether or not you are a "native son."

Due to the distance from eastern manufacturing centers many local manufacturing enterprises have grown up, and it is a fact that products shipped in from a distance have keen competition to meet in the form of products that are either manufactured or assembled locally.

On the food products page of one of the San Francisco papers we find nearly thirty local brands being advertised, some of which are of course only jobbers' private brands, while others are packed locally and marketed not only on the coast but all over the country.

New Products Find a Ready Welcome

San Franciscans are remarkably susceptible to new ideas, and new products. They are the acme of progressiveness, and perhaps no other market so welcomes new things.

In a recent campaign on Domanco Irons, page advertisements were used to list all the dealers in San Francisco, Oakland and Berkeley, and a number of surrounding towns such as Alameda, Bakersfield, and Petaluma. The price is

boldly featured as a selling point so that West Coast residents will not be confronted with that annoying phrase so often seen, "Price—except west of the Rocky Mountains."

Another newspaper campaign that leaves no necessary information lacking for coast residents is the campaign being run by the Dunbar Molasses & Syrup Company, which states in its advertising on Pitcher Syrup the names of their distributors in San Francisco, Fresno and Bakersfield. "They will see that you are supplied," says the advertising.

Some of the most successful merchandising campaigns on the coast are those carried on by concerns who have established branch factories in San Francisco or Oakland, such as Peet Bros. Soap Company, Pacific Coast Shredded Wheat Company, National Carbon Company, Sherwin-Williams Company and others. But this does not mean that it is necessary to establish a branch factory on the coast to command a share of the western business.

Durant and Chevrolet cars are now being assembled in Oakland and the Overland interests are planning to establish a plant on the coast in the very near future. The Victor Talking Machine Company will soon have a record factory and studio on the Pacific coast due to the fact that popular songs made in the East are liable to become out-of-date by the time they are shipped to the coast. President Johnson of this company says, "A song turned into a record now, while new in New York, will be old by the time the records are received on the Pacific coast."

Many economies can be brought about by the sales manager who really goes after business on the coast, even if he does not have the branch house, or branch factory assistance enjoyed by other sales managers. A manufacturer of a piano bench experimented with packing, with a view towards shaving down freight costs for his San Francisco customers. After some experimenting he was able to design a crate that clipped off thirty cents from the freight charges on each piano bench shipped to San Francisco. From this experience we see how much easier it is to do business with San Franciscans if we study the problems encountered.

In preparing this article the writer found several concerns who had been inclined to slight the coast in their efforts to obtain business. One concern who had for years sold direct to the retail trade had given the entire Pacific coast selling rights to a small jobber who had practically no business in San Francisco or Oakland. Naturally this manufacturer was not very excited about business on the coast. He had never had enough of it to whet his appetite. Three years ago when sales dropped off he sent a man to the coast to see what the chances were to enter this market on a really profitable scale.

Adequate jobber representation was arranged and a vigorous campaign started. The retail trade was thoroughly worked by a special force of salesmen in advance of the advertising. After the special drive, specialty work was given all the jobbers who took on the line. Today that company has a profitable business thoroughly established on the coast. In contrast with the puny volume

Company has a plant there, and Star cars are now also being made in Oakland. The American Can Company, Continental Can Company, Q. R. S. Music Company, United States Light and Heat Corporation, Libby, McNeill & Libby, and Westinghouse Manufacturing Company are some of the larger and better known concerns that are now manufacturing in the San Francisco district. This insures a steady demand for labor, and the ideal weather enables the workers to turn out unusually high production.

Statistics are dry reading, but without their aid there is no way to determine the possible value of any market, so we "point with pride" to the fact that the 1920 census credits San Francisco with a population of 506,676 and Oakland, just across the bay, with 216,261, and nearby Berkeley with 56,036, while Alameda almost joins Oakland with its 28,806 population. This makes the largest compact market west of Chicago—one which no sales manager can well afford to overlook if he extends his selling program west of the mid-continent metropolis.

The port of San Francisco is the leading point of contact we have with the 900,000,000 potential customers of the Far East who comprise three-fifths of the world's population. Through this port in 1922 more tonnage was carried than through all other Pacific coast ports combined.

Twenty steamship lines operate out of San Francisco through the Panama Canal to the Atlantic seaboard. Regular schedules of from eighteen to twenty-two days sailing time are maintained between San Francisco, Baltimore, New York and Boston, with a frequency that includes a sailing nearly every day in the week.

The state owns port facilities to the estimated value of \$50,000,000, including forty modern piers, with a total cargo area in excess of 5,000,000 square feet and with fifteen miles of berthing space, or sufficient to berth at one time 250 vessels of the average size entering the port.

The San Francisco Ferry Building, in point of traffic, is the largest passenger terminal in the United States. San Francisco's traffic is divided as follows:

Exterior Point	Freight	Vehicles	Pass.
East Bay	7,479,320	746,660	41,496,999
North Bay and River	3,813,753	198,882	7,987,262
Peninsula	9,000,000	2,500,000	11,218,150
Coastwise Shipping	2,567,026		60,525
Foreign Shipping	2,549,263		54,488
Total	25,409,372	3,445,542	60,817,424

As the leading jobbing center, and the foremost shipping point and port, much of the \$362,690,000 worth of agricultural products of California are handled through San Francisco.

When we consider that only seven states—New York, New Jersey, Pennsylvania, Illinois, Ohio, Massachusetts and Michigan—are ahead of California in the value of industrial and manufacturing output we can easily see how this



Across the bay from San Francisco is Oakland—popularly spoken of as the Detroit of the West because of the several automobile plants located there

they formerly had, when but one jobber handled the line, it hardly seems possible that such an increase could have been attained in less than three years.

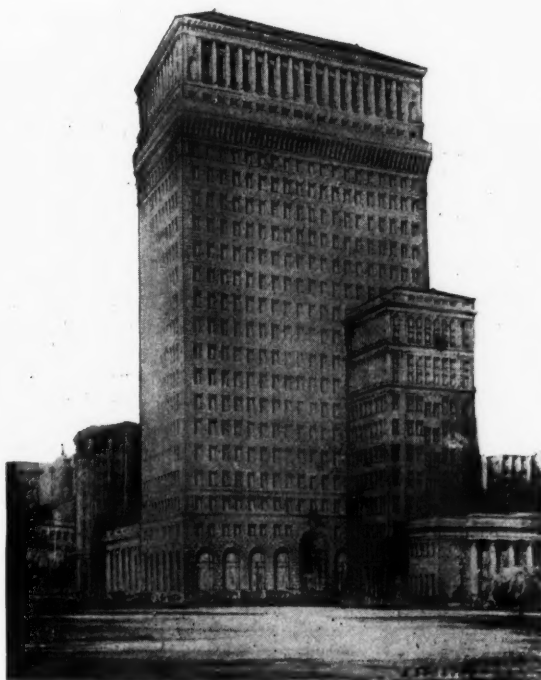
Business in San Francisco is not dependent upon any one line. Its wealth is derived from the vast shipping business handled through its port, rich mineral deposits, huge forests of timber, and the enormous production of the farms and orchards for which California is so famous.

It is as manufacturing centers that San Francisco and Oakland are laying new claims to fame. Many new manufacturing enterprises have located in San Francisco in the past few years. Since the adjustment in freight rates many manufacturers have found it expedient to establish branches in or near San Francisco, in order to be able to compete with local companies, and to gain an edge on competition in the matter of freight rates and quick deliveries.

Oakland is becoming the Detroit of the West. It has the Chevrolet plant of the General Motors Company, a body plant of the Fisher Body Company, the Durant

Dartnell in 'Frisco

—a positive influence
at California's
"Golden Gate"



Standard Oil Building, San Francisco

(Photo by Underwood & Underwood)

A few of the many—

subscribers in San Francisco
who are finding the Service a
positive influence for better
business

ABBOTT-BRADY PRINTING CORP.
AMES-HARRIS-NEVILLE CO.
ARNSTEIN, SIMON & CO.
ASSOCIATED OIL CO.
BASS-HEUTER PAINT CO.
CAHN-NICKELSBURG & CO.
ENG-SKELL CO.
J. GRAHAM MFG. CO.
A. I. HALL & SON
HOLBROOK, MERRILL & STETSON
MARCHANT CALCULATING MACHINE CO.
MERGENTHALER LINOTYPE CO.
NEUSTADTER BROS.
PACIFIC MERCANTILE CO.
PACIFIC MOTOR SUPPLY CO.
STANDARD OIL CO.
STEIGER & KERR STOVE & FOUNDRY CO.
U. S. RUBBER CO.
THE UPJOHN COMPANY
VICTOR X-RAY CORPORATION

Dartnell Service is not limited by geography. Subscribers in San Francisco share with subscribers in Boston, St. Louis, Omaha and Denver in the practical merchandising ideas, plans, methods and policies that have made—and are making—this Service a positive influence for increased business in 400 cities and towns.

In small organizations—and large; in metropolitan centers—and on "Main Street"; wherever sales policies are determined—Dartnell Service is welcomed and used. More than 15,000 executives made use of some phase of Dartnell Sales Service in 1922.

Nor is any business so "different" that practical application of other men's experience cannot be made to individual problems, through this clearing house of information and data on Selling. From a "one-man business" to the Standard Oil organization of San Francisco is a far cry—in mere bigness only. For fundamentally, their sales problems are the same as yours.

The structure of business enterprise is built with ideas. And the wealth—or dearth—of material, in thoughts, plans and methods, is the only limiting factor in the height to which it may rise.

What the Dartnell Sales Service Is

(1) Keeps your sales force supplied with a steady stream of ideas other salesmen are using to build bigger business—through the medium of weekly bulletins. (2) Furnishes the sales manager a fortnightly assortment of sales plans, contest ideas, hiring and training methods, etc., in loose-leaf form for reference filing. (3) An every-other-week report of investigation of some fundamental sales problem based on questionnaires, special interviews, etc. And, in addition: Many "surprise" features, such as collections of letters, maps, manuals for salesmen, etc., at frequent indefinite intervals throughout the year.

Send for folder describing Dartnell Service for 1923

THE DARTNELL CORPORATION

Publishers of SALES MANAGEMENT

CHICAGO

NEW YORK

There is an exceptional opportunity for some man—preferably with experience as a sales manager—to carry the Dartnell message to other sales managers and executives in the San Francisco territory.

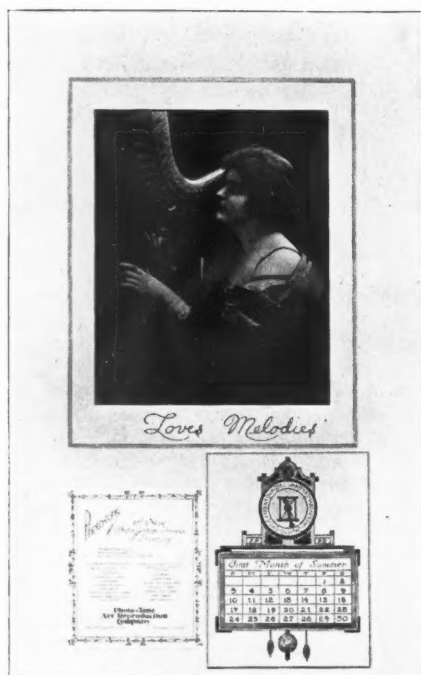
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| BOOK ILLUSTRATIONS | MACHINERY |
| PORTRAITS | FURNITURE |
| FASHION PLATES | BOOKS AND BOOKLETS |
| CALENDARS | FOLDER COVERS |
| LANDSCAPE VIEWS | STREET CAR CARDS |
| DIPLOMAS | POST CARDS |
| WINDOW DISPLAY CARDS | ART SUBJECTS |
| INSERTS FOR DE LUXE CATALOGUES | |

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free to business
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1821 Berteau Avenue

Chicago, Illinois

state is rapidly becoming one of the most important markets in the country, because it is already second in point of agriculture. The future of this market is shown by the fact that California's area is as large as that of Italy, and Italy supports sixty million people. The state of New Jersey with its three million population is no larger than some of the larger counties in California—indeed it is said that if California were as densely populated as New Jersey that California would support sixty instead of three million people. The sales manager who lays a permanent foundation in California is storing up a demand for his goods that will increase almost beyond the imagination of man.

This year 7,000 new twenty-acre farms will be ready for owners or tenants. A million irrigated acres are now available for settlement in California. Automobile registrations in California increased 27.92% in 1922, the increase being second only to Arkansas. California has more automobiles per capita than any other state, the population per car being only 4.29 in 1922. New York state alone has more automobiles than California, whose total registration is 861,805 against that of New York of 1,002,293. Compare the population of the two states to get an idea of the comparative wealth.

Rapidly Increasing Population

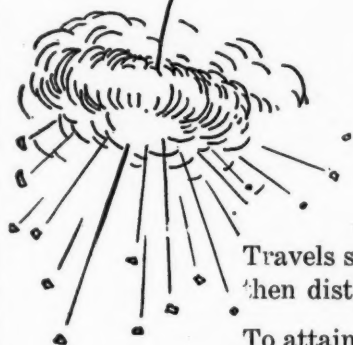
In San Francisco there are 207 drug stores rated over \$1,000, 825 grocery stores of the same class, 93 hardware stores, and 146 dry goods stores. To this we can safely add the stores in both Alameda and Contra Costa counties which gives us 125 more drug stores, and 529 more grocery stores.

Census statistics reveal that the population of the West increased 118 per cent in the past twenty years, as against an average for the country of only thirty-five per cent. To the sales manager seeking an increase in business this means that he is sure to be more successful with his efforts out of San Francisco than in some of the Eastern markets where the natural increase in population is not such a formidable ally.

In accounting for the wealth of the San Francisco market we must remember that California alone supplies one-fourth of the nation's petroleum. More than half of the nation's remaining timber stands in the Pacific Northwest. The raisin crop brings about \$40,000,000 annually to Californians, and grapes which are sold for their juice bring in further income from the vineyards to the extent of \$25,000,000 annually. These figures could be carried on indefinitely to include the state's production of oranges, lemons, figs, prunes, minerals, lumber, cotton (yes, California raises cotton to the extent of \$15,000,000 to \$20,000,000 annually), but they serve to show the sales manager the reason behind the vast buying power of the San Francisco market, and to prove that it is a market bound to grow, and one worth intensive cultivation and careful study.

A feature of the Princess Anne Hotel which will soon be erected in Asheville, N. C., is the beautiful view of the mountains, Mt. Pisgah and The Rat, obtained from the porch of this hotel.

Shrapnel!



Travels swift and sure to the most effective position, then distributes its load over a predetermined area.

To attain the same effect with rifle bullets, the target must be two-thirds nearer, and three times the powder must be burned—thrice the energy expended. To say nothing of the extra men and time required.

A pool-car is the shrapnel of distribution. Separate less-than-carload shipments are rifle fire. And the same truths as to distance time, energy and manpower hold good.

The efficient distribution of pool-cars is a special function of the warehouses associated with DISTRIBUTION SERVICE, INC.

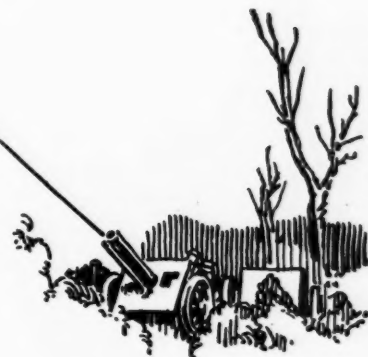
By such distribution, they save shippers days in transit; deliver goods in better condition; and show a saving that sometimes runs into dollars per hundred pounds.

The details of this profitable service will gladly be discussed by a fully-informed man. He will call in response to a note. Best dictate it now.

Distribution Service, Inc.

123 W. Madison Street
Chicago

100 Broad Street
New York



Warehousing is An Essential Part of Distribution

The following concerns have warehouses which are modern, fully equipped, capably managed. Each is at the strategic center of a rich, distinct distributive area. Used collectively they are the backbone of your national distribution system. In groups or singly, they form the best possible backing for a sales and advertising campaign.

BIRMINGHAM

Harris Transfer & Warehouse Co.

CHICAGO

Currier-Lee Warehouse Co.

CLEVELAND

Ninth Street Terminal Warehouse Co.

DENVER

The Weicker Transfer & Storage Co.

EL PASO

International Warehouse Co.

FORT WORTH

Binyon-O'Keefe Fireproof Storage Co.

HOUSTON

Binyon Terminal Warehouse Co.

KANSAS CITY

Central Storage Co.

LOS ANGELES

Union Terminal Warehouse Co.

LOUISVILLE

Louisville Public Warehouse Co.

NEW ORLEANS

Douglas Public Service Corp.

NEW YORK

Bush Terminal Co.

OMAHA

Gordon Fireproof Warehouse & Van Co.

PHILADELPHIA

Terminal Warehouse & Transfer Co.

PORTLAND

Oregon Transfer Co.

SAN FRANCISCO

San Francisco Warehouse Co.

ST. LOUIS

S. N. Long Warehouse

ST. PAUL—MINNEAPOLIS

Central Warehouse Co.

There's No Limit

to what the modern drug store can sell! It's a miniature department store, open daytime, nights and Sundays. The hours it keeps open, the attraction it has for every member of the family, make the modern drug store the greatest channel of retail distribution in existence.

The great volume and large number of different articles sold by the 43,000 druggists who read **Drug Topics** is one of the amazing accomplishments of modern merchandising.

Sales Managers! If you have not captured your share of the business now finding its way through the hands of the retail druggist, **Drug Topics** will help you GET IT NOW!

Drug Topics reaches every good retail druggist in the United States and Canada.

Estimated retail value sold annually through drug stores		Number of advertisers of this item in March <i>Drug Topics</i>
Watches, clocks.....\$ 2,300,000		2
Shaving creams..... 2,035,000		1
Writing papers..... 1,700,000		2
Shampoos..... 1,800,000		2
Vacuum bottles..... 9,500,000		3
Atomizers, sprays..... 2,000,000		3
Tooth brushes..... 12,000,000		3
Kodaks, cameras..... 1,600,000		3
Dyes, dye soaps..... 300,000		3
Perfumes..... 22,400,000		3
Pencils..... 3,800,000		3
Toilet preparations..... 18,750,000		17
Chewing gum..... 7,500,000		1
Fountain pens..... 3,200,000		4
Soft drinks..... 107,325,000 *		1
Tooth paste..... 20,000,000		1

*This line would be four times as long if space permitted

The above table shows just a few items sold by drug stores, the volume of business and how great is the opportunity for you to sell your share through advertising in **Drug Topics**. It's an interesting table for you to study in relation to your sales effort in this field.

Write us for "Sales Analysis" of your product if it is not included above

DRUG TOPICS

The National Magazine of the Drug Trade
291 Broadway, New York

Also "DRUG JOBBERS' SALESMAN"—our new publication.
You missed something if you did not get a copy of this

Making Trade Paper Advertising Pay

By Ezra W. Clark

Advertising Manager, Clark Tractor Co.
Buchanan, Mich.

BUSINESS and trade paper advertising is more accurate than that in newspapers or magazines of general circulation. It must be, as its readers are hard-headed, clear-thinking business men. Exaggeration is a boomerang in the hands of a copy-writer who goes hunting for sales in the industrial field. Let a firm advertise "\$5.00 helve hammers reduced to \$1.97 for quick clearance," and the average production manager or plant engineer will question the quality of the hammer and the integrity of the seller. Yet that is the substance of the average department store advertisement.

Engineers are the most honest men in the world—they are honest not by choice, but by habit. They think accurately; these are the men you must reach; these are the men you must convince.

Factors That Count

The trade paper goes to men—there is no waste circulation. It is edited, however, not for men, but for engineers, executives, master mechanics, purchasing agents. The editors forget entirely that these are all first-class men, with the wit of men, the natural yearnings of men, passions of men, the needs of men, the imaginations of men. These factors are the background against which we project our advertising messages. Disregard a single one of these factors in the editorial section and you throw an added burden on the advertising message.

Lord Dunsany is an Irishman—the greatest man of his generation, if not indeed the greatest Irishman who ever lived. Why? Because he was born into the world with a mission—"to keep alive the imaginations of men." He is a builder of fables. He creates imaginary men and women and endows them with imaginary qualities—all to the end that his readers may be led to think—to use their imaginations.

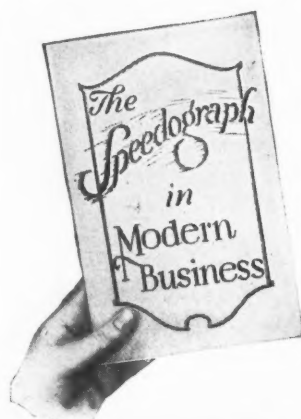
Imagination Is the Father of Sales

Imagination is the consort of advertising and the father of sales. We advertising men try to make our message intriguing so that our prospects will lay hold of them with virile imaginations. No sale in the business or industrial field is ever made until some man has created a mental picture of the lathe at work in his plant, of the locomotive on his rails, of the tool on his drill press, of the industrial truck hauling in his plant, of the buckwheat cakes steaming on his table, of the bacon frizzling on the hot dish before him. Before the purchase or the will to purchase, there must be the mental picture of the article installed and functioning for profit.

Hence our advertising will be sterile unless we can impregnate it with the imagination of the prospect. Then its fecundity will be marvelous.

Excerpt from a paper read before the Chicago Trade Press Association, March 28, 1923.

Your Letters to Salesmen—



HOW do you send out your letters to salesmen—bulletins, price sheets, trade reports and notices?

Here is a new method of making copies of all such matter right from the original typewritten sheet. Even drawings and charts in several colors may be copied.

"The SPEEDOGRAPH in Modern Business," describes this easy and versatile method of keeping in constant touch with all your men in the field. There are also many profitable uses for the SPEEDOGRAPH in practically every department of your business.

Send for this booklet—pin this ad to your letterhead and we'll gladly send it.

THE BECK DUPLICATOR COMPANY
Room 194, 476 Broadway, NEW YORK

Dealer Helps Salesmen Will Push

How sales managers are rescuing their products from beneath counters and shelves—getting preferred space in stores by using the right kind of display devices

THREE sales managers were eating lunch in the back of a small confectionery store, and after the fashion of sales managers they started to talk shop. At the time the papers were carrying full-page copy of Eline's chocolates, and this campaign was being discussed.

All of the men agreed that the copy and selling plan was good, but none of them had sampled the product. They had all intended to buy a package to see if it was as good as the advertising. But none had remembered the advertising long enough to think to ask for a package of Eline's. When the time came to pay the checks all had forgotten about the discussion, but near the cash register was a small display carton with a dozen or so packages of Eline's. They all bought a package of the chocolates, because it was so easy to buy. Right there in front of them, when they had change in their hands, it required no effort or thought to say "Gim'me a package of Eline's," just as if they had been buying it all their lives.

That incident is an illustration—a homely, but forceful illustration, of the necessity of getting your product off the shelves, down on the counter where it will be seen. Several years ago the sales manager of a concern started out to check up the results of a special crew of salesmen who were selling a tooth paste and delivering two-dozen cartons at the time of the sale. He wanted to

see what happened to his tooth paste after the sale was made to the druggist.

In seventeen calls out of twenty he made in one morning he was unable to

within a week. Two of the other eight stores had sold less than half of the original two-dozen delivery. Four of the stores had sold two or three packages,



It simply isn't natural for a woman to pass a mirror; that's why the "Bonnie-B" Hair Net Cabinet gets preferred space on the counter. The rear view of the cabinet shows the space for carrying a stock of the hair nets, always quickly accessible.

locate the tooth paste in the store until after the druggist had been asked for a package. In twelve of these stores he stopped to make a counter display of the tooth paste, in pyramid fashion on top of a prominent show case or counter. In the other stores he let the tooth paste remain hidden under the counter, or on shelves, sandwiched in between hundreds of other products. A check was kept on all twenty stores. Eleven of the twelve where he had made displays re-ordered

and the remaining two had not sold a single package.

With that experience to guide him this sales manager started in to design a special display device that would not only serve as a sign, and price card, but carry a small reserve supply of stock, so that there would always be a package handy when the customer showed an inclination to buy.

Here is one way to learn whether or not your product is getting a "swing" at the public in the dealers' stores. Select a dozen or so dealers and walk into their stores, stop at the door and then try to locate your product. If it seems to pop up in front of your eyes, you may rest assured that you are probably getting all the business you can hope to obtain from that store, unless of course, the clerks are actually trying to hinder its sale.

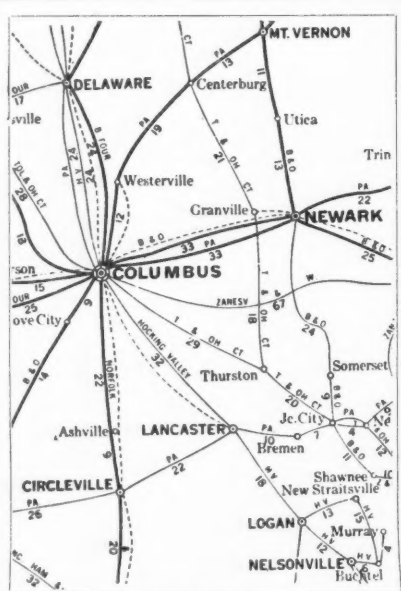
Dealers cannot be expected to get excited about making a display of any slow-selling product. Counter space is too valuable, and the dealer too busy to warrant him going to the trouble of making a special display of some product when so many manufacturers are already furnishing him with ready-made display devices which take a product out of the oblivion of shelves and place it up in front of the consumer's eyes. That is a job the manufacturer must do through his salesmen if he wants his share of consumer attention for his product after it lands in the retail store.

From the sales manager's standpoint there are many angles from which he may approach the subject of getting better displays in stores, and helping his salesmen obtain better distribution as a result of their use.

First we will consider the problem of getting the initial order. The dealer's



Showing how The Western Company gets preferred space in stores by furnishing display stands, cabinets, a wax figure and a gigantic powder puff for display purposes.



Section of Ohio Map

Your Territory on Your Desk!

By using Blum's Commercial Maps you can tell at a glance the sales possibilities of a territory. They are comprehensive and keyed to give instant knowledge of all matters invaluable to the sales manager and salesman. They are kept strictly up to date.

Blum's Commercial Atlas

is exclusively designed for sales managers and shows at a glance:

- The worth while towns
- Most effective routing
- Expense of covering the territory

Price, Linen paper, 17x22 in. - - \$25.00
Junior Edition, 12x14 in. - - \$15.00

Wall Map of U. S.

Our wall map gives a birds' eye view of the entire country and its sales possibilities. It is especially adapted for interstate routing. Mounted on either linen, composition board or cork. Size 84x60 inches.

Price \$20 upward, according to mounting.

Pocket Edition of U. S. Map

showing every town from 20,000 up, 20x30 in., 75c-29x37 in., \$1.50.

Pocket Edition

Our pocket map is designed for the exclusive use of traveling men and shows the following:

- Railroad systems and distances between towns.
- It differentiates between main lines and branch lines.
- It differentiates, by means of type style, between towns of 25,000, 5,000 to 25,000 and less than 5,000.
- It gives the latest population of each town together with a key showing the location of the towns.
- It gives the leading commercial hotels and hotel rates.
- It classifies the towns—whether they are industrial, agricultural, university, suburban or mining towns.
- It gives the leading industries of each town in the order of their importance. Price 25c each—at Hotels and Stationers.

Ask for Catalog

BLUM MAP CO.
3 West 29th Street, New York City

first objection is the old one of "I haven't had any calls for your goods—if I do I will stock them, but not before." A properly designed display case, containing a stock of the merchandise, creates calls. It answers the first, and perhaps the most baffling objection the dealer can put up.

Then there is the old problem faced by many sales managers who have long lines, containing several specialties which hold wonderful sales possibilities, if some way could be found to induce the salesmen and dealers to get behind them. This same problem was faced by a sales manager of a concern manufacturing hardware specialties. A survey showed that one little item usually overlooked by many salesmen held potential possibilities that almost warranted the assumption that the proper effort to sell this item would place it in the position of the "tail wagging the dog."

A display stand was designed to hold half a dozen of the items on the outside of the stand, and a stock of three dozen inside the stand. A special deal was outlined so that the salesmen sold a quantity of the items and "donated" the display case with the first shipment. Without any other advertising this item has since become one of the leading sellers in the line, and as predicted, it is almost the most profitable item in a long line of staples. The salesmen cannot overlook it now, for in almost every store they are reminded to sell it, because of the handsome display cabinet staring them in the face.

The phenomenal success of The Western Company in merchandising their line of drug specialties, including Dr. West's tooth brush, Gainsborough hair nets, and Gainsborough powder puffs, is perhaps due in a large measure to their intensive methods of using displays in retail stores. This concern furnishes display cabinets for tooth brushes, powder puffs and hair nets. M. J. Harford, advertising manager of The Western Company, says, "We would rather sell an initial order of five gross of hair nets including a display cabinet, than an initial order of twelve gross without the display cabinet."

The Western Company has a plan of distributing dealer helps in the form of large lithographed display screens that eliminates the waste that usually is encountered in handling display material. Records maintained by the advertising department show how many unusually good drug store locations are to be had in any given territory. When a new display is ready for distribution each distributor is shipped a quantity of displays—but not enough to go around. They are instructed to "loan" these displays to the best located stores. Soon

the stores that did not receive the displays in the first distribution are clamoring for them. This forces the distributor to go around and pick up some of the original displays. This plan makes the displays more sought after, insures better locations and cuts waste.

To work this plan the displays must be unusually good. Dealers will not clamor for ordinary displays. They have more of the common, garden variety of displays than they can use, but when it has a real sales value there is no trouble in finding plenty of good locations for any sort of display you may have.

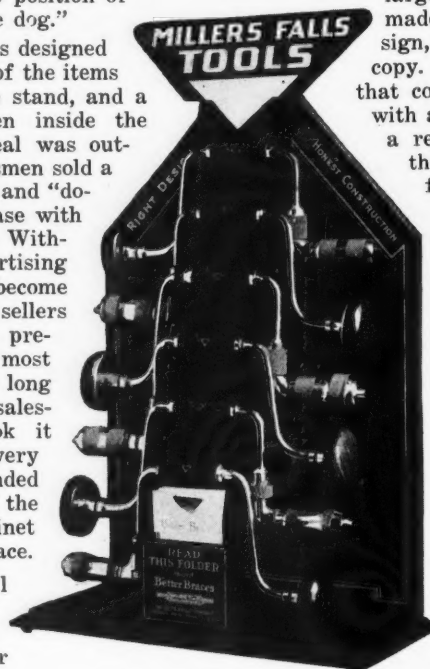
The Western Company has a very carefully laid out plan for coordinating all outdoor and store displays so that each connects up with the other. In New York they are using a twenty-four-sheet poster, a card in the subways, and a

large window poster all made from the same design, and carrying the same copy. Every new poster that comes out is backed up with a window strip that is a reduced reproduction of the poster. They have found that it is a mistake to give the dealer too many small display items, such as package reproductions, small cards, and cut-outs. This year, after extensive experimenting they are investing more of their display appropriation in a very large easel, or screen, lithographed in many colors. It will positively dominate any window or store interior where it is displayed. From experience they have learned that there is practically no waste in putting out these large displays.

The plan of shipping counter displays to salesmen who are doing introductory work is being used by an increasing number of firms. The salesmen carry out the displays, fill them with stock, and see that they are given prominent locations in the stores at the time the first sale is made.

The sales manager who complains that his salesmen will not use display material is admitting that he has not furnished his men with material that will help them make sales. He has not sold his men on the method of using it, nor made it easy for them to show the dealer how to use it. Salesmen are partial to the display that carries a stock of merchandise, or at least one or two cartons of merchandise as a part of the display. Then they can see the value of using it and the results which accrue.

Ask about the Dartnell Contest for Sales Ideas. \$4,000 in prizes for salesmen and sales managers in 1923. Four prizes will be awarded each week.



This stand makes it easy to display a product that would be utterly devoid of display value without the stand. Note the holder for printed matter at the bottom of the stand.

Freight Rates as a Sales Lever

(Continued from page 526)

and knowledge of the railroad they are able to expedite delivery. When the contents of the cars are unloaded and stored the manufacturer gets a receipt for the merchandise, itemized according to variety, style, or catalog number. These receipts show the specific lot number used by the local representative in making withdrawals. In the event of damage, overs or shorts, the warehouse report expedites payment of claims.

A well-known manufacturer of washing machines finds a big saving in carrying stocks at various warehouses. He has three models. Each model bears a separate warehouse number in addition to the manufacturer's regular model number. When he orders shipments out of the warehouse both numbers are used so that there is little chance of an error being made. By making use of the serial numbers on the machines the warehouse is always sure that the oldest machines are shipped out first.

In handling rush orders it is only necessary to telephone the warehouse and the order will be shipped out immediately, bill-of-lading, delivery to the freight station, and prepayment of freight all being handled by the warehouse organization.

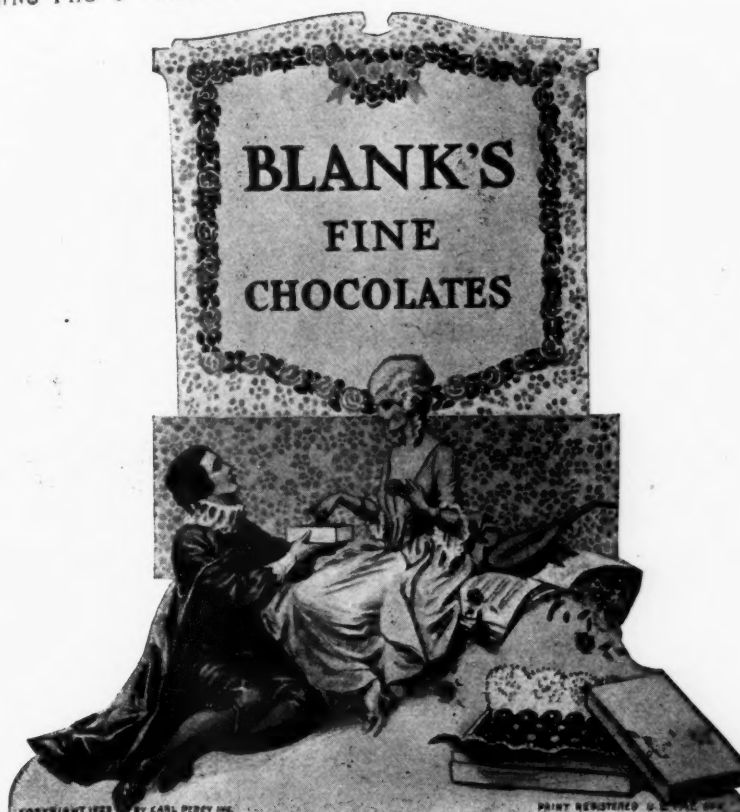
Financing Warehouse Stocks

Several years ago this same manufacturer had a large stock of washing machines which he found were moving slowly. The money tied up in them was freezing up his capital to such an extent that the business was seriously threatened. By storing these machines in a public warehouse he was able to take the warehouse receipt to the bankers and obtain a generous loan, using the receipt as collateral.

It is said that the American Bankers' Association and the warehousemen's national organization are working upon a standard form of negotiable receipt which will be just as familiar as the standard check form, or bill of lading.

This will enable manufacturers to borrow money on their stocks carried in warehouses in various centers, so that the financing of manufacturing operations will be considerably simplified.

There are stringent and uniform laws in practically all states specifically defining the obligations of warehouses to the public. In some states they are bonded and licensed, while in others they operate under the immediate supervision of state commissions, along with the railroads and other public utilities. In reality they are bankers of merchandise. You put \$20,000 worth of merchandise in a warehouse, just as you would put \$20,000 in cash in the bank. You can call up at any time for your balance, or if you prefer you can obtain a monthly statement of your account, just like a bank statement. You run no more risk in depositing potential cash, in the form of merchandise, in a warehouse, than you do in depositing actual cash in a bank.



For Sale— Window Display Idea

Because this is exquisitely done in water color and very attractive.

Because it will reflect the quality in your product.

Because the sales idea is one that is put over gracefully by employing characters of a romantic period.

Because it is so very different and will, therefore, fall in a class by itself.

For these reasons, with proper copy changes, this display will appeal to some *one* manufacturer of fine candy. It will win dealer window space and get business.

Our policy of featuring an idea for a different line in each of our advertisements is meeting with splendid response.

Write us about your display problems. We are handling the display work of many large, national advertisers.

Prices on the Candy Display

SIZE—About 36x36 inches.
STOCK—Seventy-five point.
LITHOGRAPHED eight (8) colors, offset.
CARTON—Parcels Post size. Model window reproduction with instructions.
PRICE—\$3,000, \$2.05 each; 5,000, \$1.65 each; 10,000, \$1.35 each.

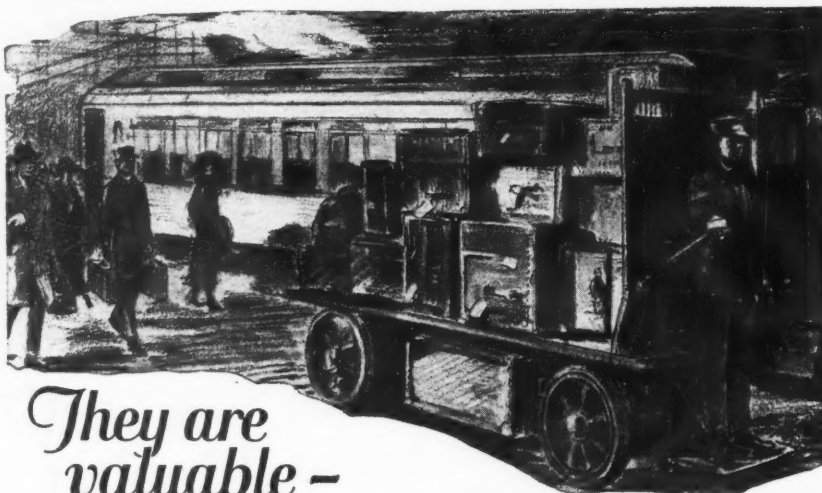
CARL PERCY

Incorporated

111 East 34th Street

New York, N. Y.

"Advertising where the goods are sold"



*They are
valuable -
insure your salesmen's samples*

SALESMEN'S samples are valuable. They represent investment. Insure them against loss from fire and the risks of transportation.

A North America Commercial Travelers' Policy will protect the samples of one salesman or the sample lines of an entire force, at a small cost.

The wise sales executive and the efficient salesman always carry Sample Insurance.

Investigate today before the loss of tomorrow.

Insurance Company of North America

PHILADELPHIA

Founded
1792

"The Oldest American Fire and Marine Insurance Company"



Insurance Company of North America, Third & Walnut Streets, Philadelphia, Dept. X 4

Name.....

Street.....

City..... State.....

Pin this coupon
to
your letterhead

Wants Information on Commercial Travelers' Sample Insurance

Mr. Coue Tells Us How to Sell

Every so often the American public takes up a new fad. The latest is Coué-ism, and perhaps no other idea or personality, since the Liberty bond drives has received so much newspaper comment. From the front page, clear on through to the editorial page, and the column of alleged funny remarks by a columnist, on to the advertising pages we find passages from Coué, over and over again. We go to the movies and there is the little chemist from Nancy telling us how to get better and better.

Perhaps then it is not surprising that some enterprising body has dragged Mr. Coué into a book on salesmanship. Sometimes we think that Mr. Coué has been stealing some stuff that has been preached and practiced by thousands of salesmen and sales managers for years. Frankly it seems to us that Coué's stuff is "old stuff" to salesmen and sales managers.

But nevertheless the little book by Frank Lincoln Scott, and published by The American Library Service of New York will prove helpful to many salesmen, and perhaps some sales managers, particularly those sales managers who have to train young men to sell. While at times this little book seems to wander "out of the picture" so to speak, and stray from the business of selling we believe that it will help any salesman or sales manager to get a better grip on himself, by the use of his imagination.

A Brass-Tack Book on Outdoor Advertising

Most of us who have read a number of books on advertising that purport to cover the entire field of advertising and tell in a few hundred pages how all advertising problems can be solved "by referring to Fig. 578xyz," will be refreshed to read a book that confines itself to reporting facts about one branch of the advertising business.

Such a book has just come from the press of McGraw-Hill Book Co., and is entitled "Outdoor Advertising." It is a thorough treatise on the subject, including posters, electric display, painted display, window display, and a very useful tabulation of costs of outdoor advertising in all the states.

Thirty-two pages of the book are in full color showing reproductions of various types of outdoor displays as they actually appear. There is no attempt to grind any axes in this book—it is simply a frank report of a wide investigation of this branch of advertising, and no attempt is made to belittle other forms of advertising, or to disguise a selling talk for outdoor advertising in any part of the book.

When a publisher gets out a book with more than half a dozen pictures it is usually described as being "profusely illustrated." In this case the term can be truthfully used, for we have seen few business books which have been better illustrated.

What's an Indexograph?

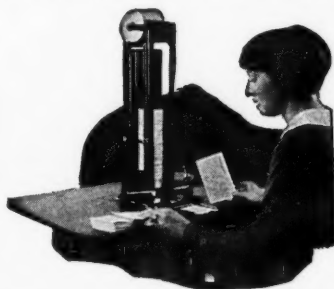
- Do You Know?
- Does Your Sales Manager Know?
- Does Your Advertising Man Know?
- Does Your Credit Man Know?
- Does Your Office Manager Know?
- Does Anyone In Your Business Know?

Some one ought to know.
You're paying for one!
Read on—and carefully!



INDEXOGRAPH SYSTEM

A card index System of Prospects and Customers; of Advertising and Sales; of Accounts Receivable or Payable; and a complete, efficient and economical System of Addressing all in one. Each record card is also a printing stencil. The printing stencil is typed on a typewriter just like addressing an envelope; once addressed it's always ready for immediate use; prints neatly in typewriter type without mistake at rate of 1500 to 4000 an hour. Addresses anything that's addressable; heads up all sorts of business forms. Besides, it provides in convenient condensed form complete data about every customer on your books or every customer you hope to land. It helps hold the former and makes them better customers. It helps land the latter and keep them landed. Investigate at once how the Indexograph will save money and make money for you. Use the coupon.



Did you ever hear of a Credit File that would put in its spare time helping the Sales, Advertising, Shipping and Stenographic Departments?—ever hear of a Card Index System that would address, without error, 1500 to 4000 envelopes, order blanks, postals, wrappers, statements, shipping tags, route lists, circulars, payroll and other business forms per hour?—ever hear of an Addressing System that was also a Master Record of your business? that—

Tells Who Buys—What They Buy— When They Buy—and How Much They Buy!

And in cases where certain accounts are not buying up to your hopes or according to custom, having given the alarm, the Indexograph is an efficient Addressing System with which to go hot-foot after your backward Customers and get them once more into a buying mood. Doesn't that sound like something you ought to be interested in? Doesn't that suggest you ought to—

Indexograph Your Business!

You'd say so if you knew you were practically half-equipped for an Indexograph; you'd certainly say so if you knew you were actually paying for one right now—paying time and again in never-ceasing losses due to old-fashioned methods of handling all sorts of prospects and customers' records. Well, both things are true! If you own a typewriter you're almost half equipped for an Indexograph System; and you won't stop paying for one until you get the missing half. When you get it the big expense stops. It saves its first cost in time, and the nominal upkeep charges it entails are offset a hundred times over by the savings it promotes and the new business it produces. Get an Indexograph! Have us send you a Specialist to confer on your problems. No obligation.

SEND THIS COUPON NOW

It will bring you by return mail full details about the most modern and economical system of business getting and expense reducing in existence, and a Specialist to help suggest its specific application to your business.

RAPID ADDRESSING MACHINE CO.,
38-a West 23rd Street, New York.

Gentlemen: If we're missing something valuable to our business it's time we knew all about it. Will you please send us full details at once?

NAME

ADDRESS

NATURE OF BUSINESS

RAPID ADDRESSING MACHINE CO.

38-a West 23rd St.

New York

Offices in Chicago, Philadelphia, Cleveland, Boston, Pittsburgh, San Francisco and other Principal Cities

Pathéscope

SAFETY STANDARD

Film Service

Showing your prospects "what is under the paint"

LONG ago Mahomet discovered that the mountain wouldn't come to him—he must go to the mountain. And more recently the Brooklyn Commercial Body Co. found that the most feasible way of taking visitors through its plant at Mifflnburg, Pa., was to bring the plant to the visitor.

The industrial motion picture entitled "Modern Craftsmanship Applied to Commercial Body Construction," made for this company by the Pathéscope Film Service, adequately solves the problem of showing prospects why all commercial truck bodies are not necessarily "sisters under their skin."

A coat of paint may disguise poor workmanship, as well as adorn a worthy product, and the Pathéscope Film Service has been very successful in helping manufacturers in many lines to show their prospects "what is under the paint."

The Pathéscope Film Service has produced industrial motion pictures of strong selling value for such concerns as

Colgate & Company
Hills Bros. (Dromedary Dates)
International Mercantile Marine
Kirkman & Sons
Masler Safe Company
E. F. Drew (Spredditt)
U. S. Cast Iron Pipe & Foundry Co.
Frontenac Breweries, Ltd.
American Gas & Electric Co.

and many others. This is a Service of



undivided responsibility—writing the scenario, taking the picture, making the prints, arranging distribution, and supplying *New Premier Pathéscopes* that *your men can use anywhere* without a fireproof booth, and without violating state, municipal or insurance restrictions.

The New Premier Pathéscope is a motion picture projector *so exquisitely built* that its large, brilliant, flickerless pictures amaze expert critics. It uses only "Safety Standard" narrow-width film and every Pathéscope projector and film bears the approval seal of the Underwriters' Laboratories, Inc. The Pathéscope weighs only 23 pounds and can be carried in a small suitcase.

The following concerns, besides those mentioned above, recognize the Pathéscope as the *standard* motion picture projector for industrial purposes and have purchased, sometimes several, often after unfortunate experiences with other portable projectors.

American Mutual Liability Ins. Co.	Pneumatic Scale Co.
Babcock & Wilcox Co.	Rinek Cordage Co.
Baldwin Locomotive Wks.	Robins Conveying Belt Co.
Boston Woven Hose & Rubber Co.	Chas. A. Schieren & Co.
Economist Film Service	Tide Water Oil Company
General Electric Company	and many others.
International Corr. Schls.	
Lock Joint Pipe Co.	
Natl. Cash Register Co.	
Near East Relief	
Otis Elevator Company	
Plymouth Cordage Co.	

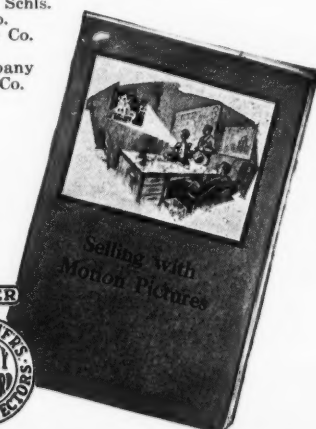
The investment for an Industrial Motion Picture is much lower than you probably imagine. Let us explain and demonstrate the complete Pathéscope Film Service, either at your office or the Pathéscope Salon. Write for booklet, "Selling With Motion Pictures."

The Pathéscope Co. of America, Inc.

Willard B. Cook, President

Suite 1824 Aeolian Hall, 35 West 42nd St., New York

Agencies in Principal Cities



Who's Who Among the Magazine Advertisers

THE great growth in advertising during the last ten years is shown by the expenditures of the fifty leading national advertisers whose appropriations in magazines totaled over twenty-two millions of dollars in 1922, as compared with but three million dollars in 1913.

A recent study of the increase in advertising, made by The Crowell Publishing Company, shows that The Campbell Company, makers of the famous "Campbell Soups" topped the list of all users of magazine space with an expenditure of \$1,373,980 as against the second largest advertiser, Procter & Gamble who spent \$1,198,750. The Colgate Company with \$1,055,239 was third and The Victor Talking Machine Company who spent \$1,023,702 fourth.

This is the second consecutive year that The Campbell Company and Procter & Gamble Company have led the list of national advertisers in this country.

Of interest too, is the fact that both of these companies market what might be termed inexpensive products.

Below are listed the thirty leading advertisers and their expenditures in magazines during 1922.

Campbell, Joseph Co.	\$1,373,980
Procter & Gamble	1,198,750
Colgate Co.	1,055,239
Victor Talking Machine Co.	1,023,702
Palmolive Co.	724,750
Lever Bros.	650,227
Congoleum Co.	610,650
Cudahy Packing Co.	594,500
Postum Cereal Co.	577,559
Fels & Co.	560,255
Pepsodent Co.	557,801
Quaker Oats Co.	517,851
Swift & Co.	508,935
Fleischmann Co.	496,262
Jergens, Andrew Co.	486,009
Goodyear Tire & Rubber Co.	454,860
Vacuum Oil Co.	417,000
Northwestern Yeast Co.	412,470
Hudson-Essex Motor Car Co.	411,970
Watkins, R. L., Co.	411,583
American Radiator Co.	408,054
Maxwell-Chalmers Motor Car Co.	388,800
Liggett & Myers	379,985
General Electric Co.	379,860
Eastman Kodak Co.	377,545
United States Tire & Rubber Co.	376,040
Firestone Tire & Rubber Co.	366,300
Genesee Pure Food Co.	361,020
Bon Ami Co.	357,300
Southern Cotton Oil Trad. Co.	346,692

The proposed installation of automatic telephones in the city of Jesselton, Borneo, electric lights and trolley cars in Mindanao Province in the Philippine Islands, should be of interest to sales managers.

On February 27th the National Cash Register Company shipped 1,156 cash registers from the factory in Dayton. This is the largest day's shipment in the history of the business.

One of the many

Novar Nameplates of DECALCOMANIE

"That Goes On Forever"



An Express-ive Nameplate That Is Economical!

Hundreds of manufacturers, large and small, are using NOVAR NAMEPLATES in preference to expensive metal plates or perishable pasted labels.

No matter how intricate your design, it will be *easily and permanently* transferred onto your product in *brilliant non-fading colors*, and of equal importance is the economical cost of NOVAR NAMEPLATES—made by the producers of the famous "Good-Ad" Decalcomanie Window Signs.

Send for Novar samples—the water transfer—requires less time to apply than any other form of permanent nameplate

Illustrated literature "S" and details of non-obligating, free sketch offer sent on request

PALM, FECHTELER & COMPANY

Decalcomanie Pioneers

67 Fifth Ave., New York

Representatives in all Principal Cities





EDITORIAL

Easy Orders and Flabby Salesmen

It is too early to say whether the raising of interest rates in the New York Reserve Bank district is going to check the price greed which is evident on every hand. It would be much better for business if prices could be kept down. But the price level rose fully two per cent in February, and is still rising. Wages are going up. Materials are going up. Apparently we are entering a period all too similar to the spring of 1920, when wages and prices started chasing one another in a vicious circle. As always, business accelerates under these conditions, making orders easy to get and creating a seller's market. All well-informed men agree, however, that it is a temporary inflation, and will last only so long as buyers will stand for the price jumps now being doled out to them. No two persons agree when they will strike, it all depends on how far the price-jumping mania will go. The wise sales manager, remembering the summer of 1920, will not be caught napping, but will keep his salesmen in fighting trim by insisting that they work just as hard as ever. Capitalize conditions by pushing the hard-to-sell products, and going after the hard-to-sell prospects. The easily sold products and the easily sold prospects will take care of themselves.

The Debt We Owe to Our Competitors

In commenting upon the findings of LaFollette's committee, Colonel Robert W. Stewart, chairman of the board of directors of the Standard Oil Company of Indiana, said: "During my connection with this company it has never at any time desired nor endeavored to put any competitor out of business. In fact, we believe that *our competitors are just as essential to our business as our customers.*" Strange words these from an officer of a corporation which has always been held up by the soapbox orators as the original seven-tailed monster. We suspect the statement was discounted very liberally in many quarters. Yet, we for one, believe that Mr. Stewart meant exactly what he said, and consider his statement neither idealistic nor altruistic. It is just plain business sense. A business without competition would soon degenerate into a flabby, rusty, ineffectual affair. It would be a living grave for able men, who, deprived of the vitalizing effect of competition, would soon rust to pieces. Certainly it would be the last concern in the world that you or I would want to tie up to. The high-powered executives who are doing the big things in business today are the product of highly competitive industries, with only a few exceptions. They grew up in offices where the motto

is, "Get Over or Get Out." There was no compromise with making good. It was a daily battle in which only the fit survived, and in the effort to make good the man found himself. So if you are in that kind of a business you are at least assured that you will not rust apart, and that the ever-present need at the top for men who can get things done will ultimately give you the opportunity you seek. For that opportunity you can thank your competitors. If it were not for them you would have to wait for someone to die.

Trade Associations That Do Not Earn Their Keep

In the November, 1921, issue of SALES MANAGEMENT we set down these ten things which we felt were essential to the

best interests of sales management.

1. Elimination of wasteful methods in sales and advertising.
2. Greater appreciation of the sales manager's place in business building.
3. Ascendancy of sales department over production and credits.
4. Uniform mileage books.
5. Lower hotel rates.
6. A mercantile census of the United States by the federal government.
7. Coordination of all sales activities under one-man control.
8. Organization of sales managers' associations in all sales centers.
9. Ultimate federation of these associations into a national association.
10. Education of the dealer and jobber and their sales people in the art of selling merchandise.

The announcement from Washington, under date of March 10th, that the Interstate Commerce Commission had over-ridden the protest of the railroads, and ordered that mileage books be issued, effective May 1st, marks the accomplishment of one of these aims. True, the form in which the mileage books are to be issued is far from meeting with all our hopes, but at least it is a step forward. It will save millions of dollars for salesmen, and effect a substantial reduction in selling costs for thousands of our subscribers.

In place of this completed plank, we are going to substitute another, which we believe is equally as vital from the standpoint of bringing present selling costs down to a lower level—namely, the large sums that are paid out annually for memberships in trade associations which exist mainly to provide a berth for some paid secretary. It is our purpose to begin an aggressive campaign which will do one of two things, make these ornamental associations either give their members value received, and economically justify their existence, or suffer exposure and a possible house-cleaning.

COMMENT



Idle Hands in the Retail Stores

In connection with a report on educating dealer's clerks, by the Dartnell editorial staff, it was found that twenty per cent of the time of an average retail clerk was idled away. In some stores this lost time exceeded fifty per cent. When the loss was called to the attention of the owners they merely shrugged their shoulders. It was one of those unpleasant things which were necessary to the retail business—like bad debts, and dead stock. But it is much more than that. It is a terrible load on the cost of distribution. Assuming that there are an average of two clerks for each of the 1,418,083 retail establishments shown in Polk's count of business enterprises, we can fix the number of clerks in the country at about 3,000,000. At an average wage of \$800 a year their total income would approximate \$2,400,000,000. Twenty per cent of that figure is \$480,000,000—as much as it costs to run the Army and Navy combined! It seems to us that here is a loss that should be given serious consideration by sales managers. Business concerns spend thousands of dollars annually in training their own salesmen. They send them to school. They furnish them with all sorts of selling helps. They spare no pains to help them to utilize all their time most profitably. These same concerns have no time to give to the dealer's sales people, who in the last analysis are just as much on the manufacturer's payroll as they are on the dealer's payroll.

How Much Is a Good Selling Idea Worth?

A certain publisher had a set of books on writing English which he couldn't move. He tried a dozen different selling plans without success. One day he heard of a man who had been quite successful with selling books by mail. He told him about his stock of 5,000 slow sellers, and the \$10,000 he had locked up in them. The advertising man was interested. He sent for a set of the books, and a few days later while shaving got a bright idea. He said to himself: "All life is a game of selling, and the great work of every man, woman and child is to get somebody to say 'yes.' How to do it is a matter of words. If an idea is good, there is a certain bunch of words which, put together, will get somebody to say 'yes.'" He recognized this central thought, went to see the publisher, charged him \$1,000 for a folder and a single advertisement. Result? The publisher not only sold his \$10,000 worth of stock, but soon had to print another edition. He will undoubtedly have to print several more editions before the idea has spent itself. He considered the thousand dollars well invested.

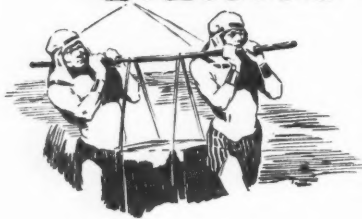
Now, this publisher could have gone to a hundred advertising men who would have prepared "a booklet" or "an ad" that would have looked just as nice, cost just as much, and probably seemed just as good as the booklet this specialist prepared for him. But the big, central idea—the peculiar combination of certain words that made the recipient say "yes"—would have been lacking. And without this central idea the booklet would be like a locomotive without motive power. Fortunate indeed is the sales manager who enjoys the cooperation of an advertising agent who can generate ideas of this kind. A thousand dollars each is none too much for ideas of such magnitude.

Sales Management and the National Association Movement

There are some people in this world who are always seeing things. Everything is done for something. They cannot comprehend of anyone doing anything for the good of a cause. One of these "seers" passed the word along that SALES MANAGEMENT is promoting the idea of a national sales manager's association so that it can get itself appointed "official organ." The same statement was circulated in 1918 when the idea of a national sales manager's organization was first proposed by SALES MANAGEMENT. We stated then, and we wish to repeat again, that so long as the present owners control the policies of this magazine it will never be the official organ of any association, neither will it be the mouthpiece of any interests. What success has attended our efforts in building up SALES MANAGEMENT to its present circulation and influence is a direct result of putting the interests of our readers first. This policy has not been an easy one to follow. It has cost us more than one advertising contract. But in the long run it has paid, and we have no thought now, when success is within sight, to enter into any entangling alliance. We have no ambition to be branded with an "official organ" label. Not that we think we know more about editing a magazine than the men who will probably head the association, but because we believe that we can render a greater service both to our subscribers and to the cause of better marketing as an independent publication.

At this time when the price-raising epidemic is spreading over business, those concerns which have not advanced prices would do well to capitalize the fact—buyers generally are fighting doggedly every advance in prices, and a concern which is maintaining prices should have a decided advantage.

Man's Conquest of Time



The progress of mankind, from the earliest recorded ages, has been marked by a ceaseless struggle against the limitations of time and space.

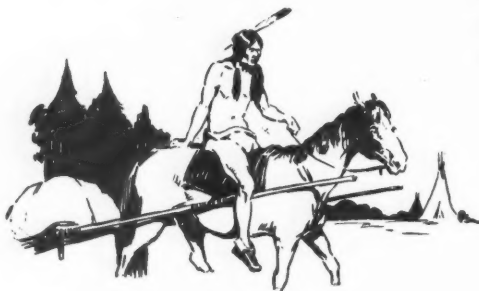
Civilization is mutual interchange of thought and the product of thought. This interchange demands transportation, hence the development of civilization has paralleled the improvements in transportation.

A useful lifetime should not be measured in hours lived, but in deeds done. Doubling man's productive capacity offers the same net result as doubling his period of usefulness or doubling the number of producers.

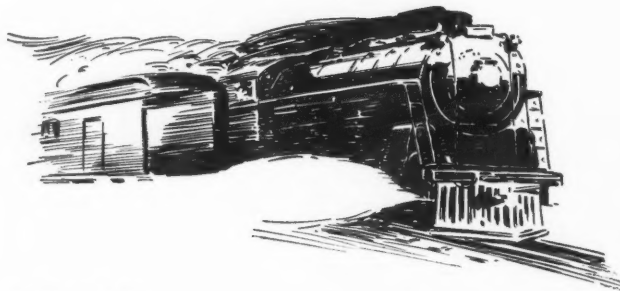


More than any other single factor of civilization, the automobile has multiplied the producing power of man by decimating time and distance and by providing a broad and flexible means for the transportation of men and their products.

The amazing growth of the automobile industry could not have been had not the automobile more than justified itself as an economizer of manpower, a stimulator of production and a creator of wealth.



for Economical Transportation



epitomizes the progress of the industry to date along the line of maximum economy consistent with modern requirements as to engineering efficiency and satisfactory quality. The wonderful increase in our sales proves that Chevrolet is leading in the evolution of individual transportation which measures and records the progress of civilization.

Prices F. O. B. Flint, Michigan

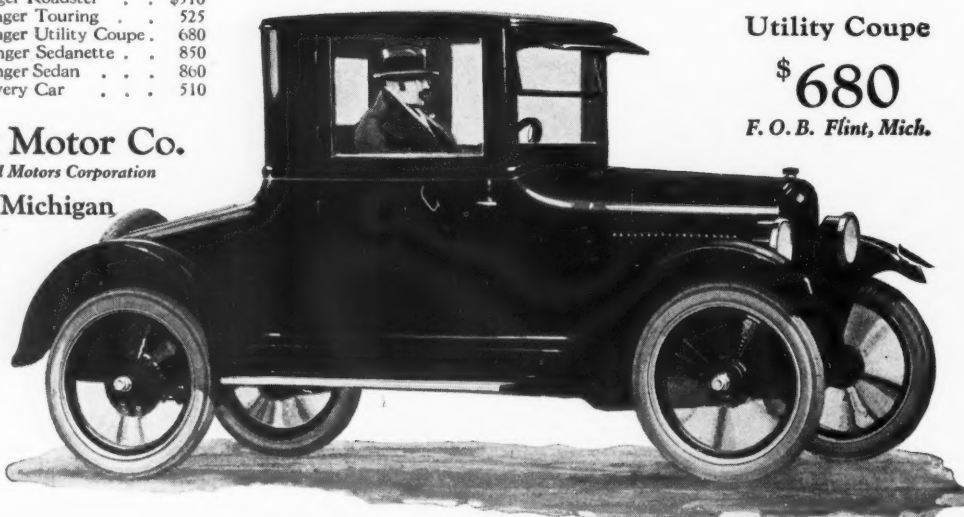
SUPERIOR Two Passenger Roadster	\$510
SUPERIOR Five Passenger Touring	525
SUPERIOR Two Passenger Utility Coupe	680
SUPERIOR Four Passenger Sedanette	850
SUPERIOR Five Passenger Sedan	860
SUPERIOR Light Delivery Car	510

Chevrolet Motor Co.

Division of General Motors Corporation

Detroit, Michigan

There are 10,000 Chevrolet Dealers and Service Stations. Applications will be considered from high grade dealers in territory not adequately covered.



Utility Coupe

\$680

F. O. B. Flint, Mich.

Personal Items



L. D. CALHOUN, general sales manager of the Air Way Electric Appliance Corporation, Toledo, has resigned to become sales manager for the Central Electric Supply Company of Detroit.

ERNEST H. KIDDER has been made sales manager of The Dunlop Tire & Rubber Corporation of Buffalo. For several years Mr. Kidder has been sales manager for the United States Tire Company in the New England district.

L. K. BERRY has resigned as domestic sales manager of The Warner & Swasey Company, Cleveland, makers of mechanical equipment, to become manager of sales for the Detroit Twist Drill Company, Detroit.

MAJOR JAMES P. BRADNER, formerly connected with one of the government departments at Washington, has been placed in charge as sales manager of the Pacific Coast sales division of the Pyrene Manufacturing Company, San Francisco.

J. A. REICHART, vice-president of Clarence Hodson & Company, a New York bond house, announces that THOMAS J. LEAVENS has become associated with them in the capacity of general sales manager. Mr. Leavens was formerly connected with a number of prominent international financial houses in New York.

P. S. REDFORD, until recently sales manager for the L. J. Mueller Furnace Company, Milwaukee, has resigned but has not announced his plans for the future.

WALTER JOHNSON, assistant to the general sales manager of the Washburn-Crosby Company, Minneapolis, has resigned to become secretary of the Sheffield-King Milling Company, Minneapolis.

EARL S. DICKENS has resigned as secretary and treasurer of the Dolphin Paint & Varnish Company, Toledo, to direct publicity and assume management of the two-million-dollar building and development campaign of the University of Notre Dame, Notre Dame, Indiana. Mr. Dickens was formerly sales and advertising manager for the O'Brien Varnish Company, South Bend, Indiana.

C. M. ALDRED, formerly secretary of the Business Data Bureau of Indianapolis, and prior to that advertising manager for Holcomb & Hoke Manufacturing Company, Indianapolis, has been made sales promotion manager for the Dartnell Corporation at Chicago.

MORRIS R. EBERSOLE, who has been sales manager of the Magill-Weinsheimer Company, Chicago printers, and previously advertising manager of the American Radiator Company, has been made general manager of the San Francisco *Journal*, in charge of advertising.

WILLIAM T. MCHUGH, formerly president of the Standard Oil Company, Stamford, Conn., has been made eastern sales manager for the New York Lubricating Oil Company, "Monogram" oils and greases. Mr. McHugh succeeds J. V. IVERSON, in this connection, Mr. Iverson having been appointed vice-president and general sales manager of the company.

C. W. PEARSON, sales manager of the Buffalo Foundry & Machine Company, Buffalo, has been made vice-president and treasurer of the company, and will continue to supervise sales.

H. L. HURST, who has been assistant general manager of the General Motors Truck Company, has been elected a vice-president.

FRANK W. MAAS, who has been representing SALES MANAGEMENT Magazine in New York City for several months, has been made eastern advertising manager. Prior to joining the Dartnell staff, Mr. Maas was associated with Vanderhoof & Company, Chicago advertising agency, and before that was advertising manager for *Power Farming* for five years, and western advertising manager of *Advertising & Selling* for four years.

L. J. WILHOITE, formerly with the Tennessee Electric Power Company of Chattanooga, Tenn., is now advertising manager of the *Chattanooga Times*.

Miss R. I. FLYNN has been made sales manager of the Brown-Flynn Publishing Company, recently incorporated at Buffalo, N. Y. Medical books will be published.

CHARLES H. LINE, treasurer of Better Brushes, Inc., Palmer, Mass., was recently elected vice-president to succeed Harry Crook, who has resigned and gone to England.

HAYES MCFARLAND, until recently in charge of retail sales and distribution for the Bassick Manufacturing Company, Chicago, makers of "Alemite" high-pressure lubricating system equipment, has been elected vice-president of the company and director of sales and advertising.

Without Obligation

You may have one of our Specimen Letterhead Folders, if requested on your business letterhead.

It carries exact reprints of business stationery which other concerns are using to create prestige for their correspondence.

Users of 5,000 or more letterheads will find this especially interesting.

Get your free copy before ordering new letterheads.

Higgins & Gollmar

Incorporated
Lithographed Paper Products
30-38 Ferry Street
New York, N. Y.

CUT YOUR SELLING COST

By using letters, folders, booklets, house magazines, to get orders, or make it easier for salesmen to get them.

Postage Business Magazine Monthly is devoted exclusively to Direct Mail Advertising and Selling. Every number is full of modern selling ideas.

Postage Magazine is owned, edited and published by John H. Wright, employed as General Sales Manager by several successful New York corporations.

Send 50c for current number or \$1.00 for 6 months' trial subscription.

Address
Postage Business Magazine
(Dept., S. M.)
18 East 18th St., New York

(In one year, POSTAGE received over one thousand unsolicited testimonials from Sales Executives)



One of the 1600

Sixteen hundred newsboys, each in business for himself, deliver *The News* daily into 65,000 Indianapolis homes. More than 95% of *The News* city circulation is delivered at home—its proportionate street sale is probably less than that of any other metropolitan newspaper.

It is in the home that sales are made. It is into the home, into the heart of the family circle, that *The News* carries its selling messages. It is circulation that counts.

The Indianapolis News

FRANK T. CARROLL, Advertising Manager

New York Office
DAN A. CARROLL
150 Nassau St.

Chicago Office
J. E. LUTZ
The Tower Bldg.



How a \$10,000 Sale Was Lost

By C. C. Plank

Northwestern School Supply Co.

IN selling school furniture, we deal not with an individual buyer as a rule, but with all the members of a school board. On this particular job, I had worked hard to sell my desk and after two days of demonstration and working with the school board, the president made the following statement late Saturday night: "The board has practically decided to buy _____ desks, but since it is so late, we will defer final decision until Monday morning."

That was my first real big order, and I felt so cocky about it that I immediately went to the telephone and called the "boss," two hundred miles away, out of a warm bed, to tell him the glad news. The other five competitors congratulated me in turn and I slept that night, dreaming how I would spend the commission received from this \$10,000 sale.

Sunday is usually a long day for salesmen away from home, so it was suggested that the six competitors get together in one of the rooms and pass the day as comfortably as possible. Since this was in the anti-Volstead days, I knew what that meant. My early training did not permit of such pastime so I went to church and while I was there, the competitors agreed upon a plan to discredit my goods—a clever plan carefully worked out.

A Case of Sour Grapes

Late Sunday afternoon I began to feel that everything was not well, so I called up the president of the board and asked him if I might not come out to his home for a conference even though it was Sunday afternoon. He asked me to do so, reassuring me again that my product was the one that he and the rest of the board wanted and that all that was necessary was writing up the formal order.

On Monday it took but fifteen minutes for the concerted action of all my competitors to change the entire situation. Just a suggestion dropped by one man as to a possible weakness on my desk, bolstered up by a little stronger suggestion from the second, with increasing emphasis by the third, fourth and fifth, soon aroused the suspicion of the board against my desk with the result that it was thrown out entirely and the order was placed with the cleverest of my competitors.

I learned my lesson. When leaving the city the fellow who finally got the order told me the whole story, and all I could say was, "And all that time I was at church." While it was a costly experience, it taught me two valuable fundamentals of salesmanship. First, to save my rejoicing until the signed order is mine, and second, to stay with my competitors even if I have to give up a church service to do it.

On answering advertisements please mention *SALES MANAGEMENT Magazine*.

Palmer Merchandising Helps

"Displays, Counter Cards, Direct Mail Campaigns"



SPECIAL OFFER No. 1

Makes
'Em
Buy



Pat. Pending

The new Palmer Counter Card puts your container right on the counter. Holds cans, boxes, etc.

Specifications: Size 11" x 14" two-color, ten ply stock, die-cut, everything included,

5,000 at 12c each 3,000 at 15c each

SPECIAL OFFER No. 2—2,500 Fine Big 3-Panel Window Displays, \$1.00 each

Three-panel display, size 28 x 40, lithographed in seven colors, mounted to 75-point stock, muslin tape hinges on panels, die cut to shape, slip-sheeted. Finest art work

SPECIAL OFFER No. 3

6 Folders for 6 Months
Follow-up Advertising

5,000 each of 6 — total 30,000
\$33.00 per M

10,000 each of 6 — total 60,000
\$27.00 per M

These folders are 6¼ x 12½ in., printed in two colors, on 140 lb. coated stock, with perforated and return card — scored, folded, and sealed.

Price includes copy, special art work, plates, and real merchandising ideas.



We create and manufacture ideas for all display material, from 24-sheet posters to small hangers, as well as forceful direct mail campaigns. Write us fully

PALMER
Advertising Service, Inc.

19 West 44th Street
New York City

Gentlemen:

We are interested in your Special Offer

No. 1 ☐
No. 2 ☐
No. 3 ☐

We are attaching literature and a letter explaining our needs.

Name _____ Position _____

Company _____

Address _____

Folder S.M. 4-23

MAKING GOOD BUSINESS BETTER IN CHICAGO

As reflected in that infallible mirror of business in Chicago—the advertising columns of The Chicago Daily News—the “good business” of the latter half of 1922 is growing into better business in 1923.

Advertising in The Chicago Daily News for the first two months of 1923, both in volume and in proportion of gains, shows a tremendous increase over the same period of 1922. This is indicative of booming business in Chicago and reveals one of its great contributing factors—liberal advertising by shrewd and experienced business getters in that medium to which the greater part of Chicago and its suburbs looks for advertising information and guidance—the Chicago Daily News.

The following statement of display advertising for the months of January and February, 1923, is striking evidence of The Daily News' leadership among the daily newspapers of Chicago in the following important classifications:

BOOKS

The Daily News First.....	24,910 lines
The Post next.....	13,744 lines

CHURCHES

The Daily News First.....	11,563 lines
The Daily Tribune next.....	3,904 lines

CLOTHING

The Daily News First.....	317,623 lines
The Daily Tribune next.....	285,474 lines

DEPARTMENT STORES

The Daily News First.....	971,355 lines
The Daily Tribune next.....	442,903 lines

EDUCATIONAL

The Daily News First.....	15,241 lines
The Daily Tribune next.....	14,892 lines

“OUT OF THE LOOP” STORES

The Daily News First.....	148,499 lines
The American next.....	53,411 lines

FOODSTUFFS

The Daily News First.....	131,942 lines
The American next.....	118,255 lines

FURNITURE

The Daily News First.....	147,249 lines
The American next.....	86,908 lines

HOUSEHOLD UTILITIES

The Daily News First.....	30,292 lines
The American next.....	18,772 lines

JEWELRY

The Daily News First.....	19,385 lines
The American next.....	15,403 lines

Total Display Advertising

The Daily News First.....	2,345,096 lines
The Daily Tribune next.....	1,794,334 lines

In these two months The Daily News gained 332,649 lines of display advertising over the same period of last year, as against a gain of 266,996 lines by The Daily Tribune, the newspaper having the next highest score.

These facts and figures confirm with emphasis the judgment of experienced advertisers in the Chicago field who today, as for many years past, rank

THE CHICAGO DAILY NEWS

First in Chicago

Figures Supplied by the Advertising Record Co., an Independent Audit Service Maintained by All the Chicago Newspapers

Page Mr. Tut-Ankh-Amen

Harry Huntington, president of the Huntington Rubber Mills, writes about a salesman who had neglected to send in any daily reports for nearly a month. In all of December but two letters were received from the salesman, and practically no orders. Finally the president of the company wrote a rather sharp letter to the salesman, demanding a letter. Here is his reply, word for word:

"I received your letter today, and it sure hurt me bad but I am going to tell you the truth. Last week I was married, and I went out to my wife's mother's house for about four days. But I guarantee it will never happen again. Please give me just one more chance."

C. Louis Wilson, sales manager of the Manufacturers' Oil & Grease Company, tells this one to his salesmen to illustrate the value of studying the sales manual carefully:

"Miranda," said the mistress, "why do you go with that no-account man, he doesn't know much."

"No, ma'am, he don't know much but what he do know he knows awful well."

Mr. Wilson says that if a salesman doesn't know much, he should know "what he do know" awful well.

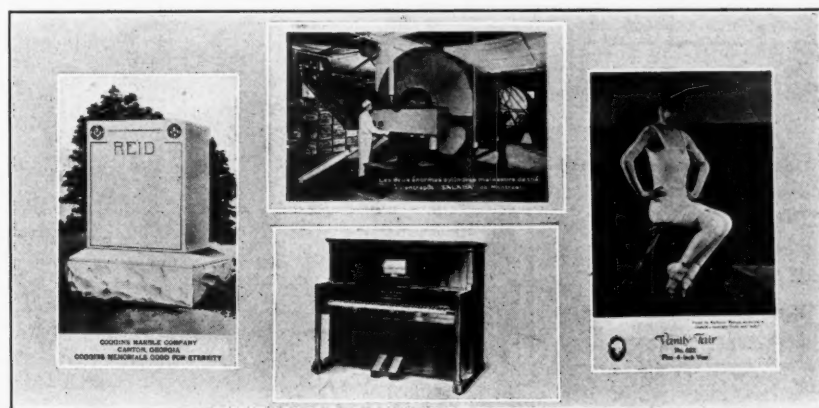
A. J. Epple, division sales manager in Texas for the Liggett & Myers Tobacco Company, sends one of the editors of SALES MANAGEMENT a little souvenir of said editor's early experience as a salesman. It is an old expense account and the day's expenses are listed as follows: Hotel, \$2.50; baggage and bus, 75c; postage, 4c; making a grand total of \$3.29 for the day's expense.

We are beginning to feel that our magazine is losing its popularity unless we get at least one manuscript every day entitled, "The Salesmen Who Call on Me," written by some dyspeptic buyer who objects to anything and everything salesmen say or do.

If the pages from the April issue of SALES MANAGEMENT were torn out and laid end to end, there would NOT be enough of them to cover a sidewalk from New York to Mars and back, or even enough to go eight times around the world, with enough left over to reach from Chicago to Gallipolis, Ohio. Neither would there be enough, if piled in one pile to be higher than the Washington Monument, the Woolworth Building and the Eiffel Tower combined. We thought you might be worrying about this, so now you know.

B. FRANKLIN CONNER, formerly eastern branch manager of Robert H. Ingersoll & Bro., has been appointed general sales manager of the Auburn Button Works, Inc., of Auburn, N. Y.

The library of sales management and selling problems is at the disposal of readers of SALES MANAGEMENT.



Increase Your Sales with Photographs

1000 Postcards - \$20.00

Century Photographs are actual photographs showing your product, its manufacture, new and unusual uses of the product, and the like.

Such photographs, with a sales message printed on the back, when slipped into your outgoing mail or when mailed as postcards, will increase your sales.

Century makes photographs in quantities in any size from 3½ x 5½ up to 20 x 24 inches. Let us demonstrate what we can do for you. Write now for samples and prices.

CENTURY PHOTOGRAPHS

424 West 127th Street

New York City, N. Y.

more than

2,000,000

Square feet..floor space
available in

OMAHA

OMAHA CONTROLS - OMAHA DOMINATES

Ten trunk lines, 22 branch lines, 600 freight trains daily make Omaha an ideal point of distribution.

the heart of the midwest

Write any of these Omaha
Warehouses:

W. M. Bushman
Ford Transfer & Storage Co.
Gordon Fireproof Warehouse & Van
Mercantile Storage & Warehouse Co.

Nebraska Storage Warehouses
Omaha Warehouse Co.
Pacific Storage & Warehouse Co.
Terminal Warehouse Co.

Bekins Omaha Van & Storage

Special Indexes

for

House Organs, Salesmen's Sample Books, Loose-Leaf Binders, Catalogs, Etc.

Large Books—Frequent References—Busy Man

Picture the relief index tabs would bring. Indexes made to suit individual requirements.

For instance—the book shown here—a tome of information an inch and a half thick—has been treated to a comprehensive tab indexing by us. It is now a handy reference book instead of a volume of concealed information.

Let us know your requirements. We will have our nearest dealer call upon you.

G. J. AIGNER & CO., Mfgs.
521-23 W. Monroe St. :: CHICAGO, ILL.



*They are
Great
Sales
Aids*

Send for booklet today.

One Customer says:

"The Ajax Photo Prints have enabled our salesmen to clinch several sales by showing doubtful prospects direct proof of what other customers think of our goods."

By the *Ajax Photo-Print Process* you can make, on short notice and at small expense, photographic prints of anything written, printed, or drawn—of letters from pleased customers for your salesmen's sample books, or to send to new prospects.

We are receiving orders from all parts of the country for our Ajax Photo-Prints. Our booklet, "A New and Powerful Sales Aid," contains detailed information and prices—send for a free copy today.

Ajax Photo-Print Company
35 W. Adams Street, Chicago

Why I Study the Mistakes of Salesmen

(Continued from page 484)

shall improve in productivity and in efficiency is just, fair or warranted. But after a time, it is quite readily agreed upon by them that improvement in the foregoing brings improvement in caste, in personality, in force, in ability in general, and gives them a better and stronger appreciation of life and its complexities.

We feel that life insurance, while three-quarters of a century old, is yet in its infancy, as demonstrated by the fact that more than fifty per cent of the business in force in the world today has been written in the past five years; and that while, as previously stated, it is largely conducted by men of temperamental dispositions, men of a high order of mentality, men whose mentality is usually at high tension, men who chafe under restraint, men who resent driving, men who work under inspiration rather than under the goad of a taskmaster, notwithstanding all these things, the magnitude of the business, the stupendous proportions it is reaching in American life and American business, demand the commercialization and economic application of careful supervision, judicious direction and methodical development that is demanded by any other well-run department of trade.

Slip-Shod Salesmanship Discarded

The foregoing references deal wholly and exclusively with the agency end of the work, for it is well known that there is no business more academic, more scientific, more inexorable in the application of rule, and working by rote, than is life insurance. It is fundamentally mathematical and scientifically exact and exacting; hence, the breach between the field forces and the home office is frequently wide. The day is gone, however, of the slipshod salesman who goes forth unequipped, and with a glib tongue, a pad of paper and a trick pencil succeeds in procuring a large line of business upon the theory that no matter what his representations may be, the very science, exactness and correctness of the business will give to the client justice, and just what he applies for, and just what he pays for.

Our agents are always instructed to gain admittance to prospective buyers who are difficult to see by a frank statement of their business, and not by subterfuge. It too frequently happens that salesmen assume that a knowledge of their business or mission will cause a prospective buyer to refuse an interview, on the ground that he is not interested. While this is true, it is more often true that an interview gained by subterfuge or evasion of the real issue puts the prospect in such a frame of mind that not only does his interest have to be aroused, but opposition has to be killed.

It is well for an agent or salesman to arrange interviews by telephone, by a brief presentation of having something to offer, fitted in a different or a new way to the needs of the applicant. It is well for one to learn before telephoning

something of the present condition, the obligations, the earning capacity of the prospect. A frank opening on the telephone: "This is the office of the Blank Insurance Company, Mr. Jones speaking," will usually bring courteous attention at the other end for a long enough period to find time to introduce the subject. If the prospect expresses lack of interest, answer: "I appreciate that you are a busy man, as indeed am I. I would, therefore, like to make an appointment at some time when you can spare a few minutes to look into the proposition."

The First Interview

There is scarcely a man so busy who, if approached courteously, will not grant such time, perhaps in the distant future. However distant, the salesman should keep a record of it and promptly upon that day appear for his interview, stating to the man's secretary, if he has one, or his clerk, or perhaps to the man himself: "I have an appointment for a five-minute interview with Mr. Brown at this hour this morning." However busy the prospect may be, in the majority of cases either an interview will be granted, or profuse apologies extended, and a more definite interview arranged for.

If the interview is granted, the agent should look at his watch, after his salutation, call to the man's attention that he has but five minutes, get promptly at the interview, and promptly at the expiration of the five minutes, regardless whether he has finished or not, arise and remark, "My time is up. I don't wish to impose further upon you, unless you wish to go more into the question." If the prospect expresses interest but has no time, a later date should be arranged.

By such procedure, the prospective applicant gets, first, a respect for the business methods of the man who talks to him; second, a regard for his tact and his directness; third, a belief in his veracity and his integrity—whereas an interview obtained by subterfuge, or even the influence of a friend, a letter of introduction, which I term "courtesy interviews," is apt to destroy one or all of these. A man who relies upon letters of introduction, appointments made by friends, "courtesy interviews," or gets in under misrepresentation, or failure to represent his business, which is just as bad, shows a weakness which an up-to-date and modern business man has but little or no respect for and it is, therefore, more difficult for him than for the man who procures his interviews in a more positive, direct and dynamic way.

In our office, we maintain a map of the territory covered, giving the assessed valuation of each county, the population of each county, the assessed valuation of each city, and the population of each city, the area of each county; and by a mathematical and per capita assignment, combining the area, wealth and population, we assign quotas to the several counties, cities and towns. We maintain a comparative production chart for each

Sales Managers and Salesmen Wanted!

The head of one of the largest textile distributing companies in New York is organizing a special department for selling to hotels and institutions. He requested us to find for him a sales manager to head this department.

After careful investigation and many interviews, the position is still unfilled. It has been impossible to find a man of just the calibre, personality and ability required.

This same thing is going on in many concerns throughout the country. Realizing the importance of the hotel market and the necessity of going after it in a definite, specific way, they are interested in finding men to do constructive selling work. They are organizing special hotel selling departments. When and how to get men is the problem.

In many cases they are selecting these men from their own organizations and training them. In many other cases they must, of necessity, go outside their own forces for assistance.


It is the plan of HOTEL MANAGEMENT, under such circumstances, to provide the most complete cooperation—to act as the intermediary or “medium of exchange” just as it does in providing editorial matter for its readers and in securing sales data for its advertisers.

Along these lines a definite service has been organized. It has already started to function. It has two objects in view:

1. To attract to the industry more sales managers and salesmen of real ability, who will seriously study the market and constructively sell to it. For such men our organization is in a position to provide what virtually will amount to a training in hotel selling—not on salesmanship but on the best methods of selling the field.

2. To help place these men—sales managers and salesmen—in positions where they will be able to use their training and ability in the constructive work that must be done.

If this plan appeals to you, send in your name and we will give you the information that you will want and indicate the information that we need in carrying on the remainder of the plan. There will be no expense or obligation of any kind to the man who registers his name with us. There are no strings. All correspondence, will, of course, be kept absolutely confidential.



Publisher

HOTEL MANAGEMENT, 342 Madison Avenue, New York

9,000 accounts for \$3,600

Some time ago one of New York's largest stores had a sales problem. A well-known firm of management engineers, in charge, recommended that we be engaged to solve it. The problem was how to get a large number of charge accounts promptly, efficiently and, of course, economically. We *could* have suggested the huge task of building up a new prospect list and breaking down sales resistance from new customers. *On the contrary*, we suggested going after old customers whose accounts had been inactive from one to five years. A single campaign, consisting of one letter written by Mr. Schulze, going to 30,000 inactive accounts, produced 9,000 favorable responses at a cost of only \$3,600. Several months later, investigation showed approximately \$400,000.00 in sales to these previously dead accounts.

Right in your own business you have a list of customers who have not bought of you for some time. Engage Mr. Schulze on this problem. At this moment we are doing this work for (1) a large paint concern, (2) a mail order concern, (3) a chemical concern, (4) a stove corporation. Like our advertising in this publication—we are interested only in RESULTS. The very fact that we show you, through these advertisements, month after month, convincing evidence of what we are doing for others, should prove that it would be worth your while to see what we can do to stimulate your sales and reduce your selling costs.

Edward H. Schulze, Inc.
Direct Mail Advertising
Woolworth Bldg. [38th Floor] New York City

county, dating back to the year 1912, and where we find by graphic comparison a falling off in the business, or a failure to increase, we then take to account the salesman covering such territory, for each of whom we also maintain charts, and by this comparison we are usually able to determine whether it is the fault of the salesman or the result of the prevailing condition that business is not up to expectation.

We have no particular method of assigning definite detail or specific cases to solicitors or salesmen. Our problem seems to us to be to keep the man on the job, and his problem is, therefore, to secure an adequate number of interviews, to cover a sufficient amount of ground, to warrant the returns required or expected by him.

Fixing Responsibility for Sales

In the review of charts covering the geographic distribution of our business, as well as the distribution by individual salesmen or agents, it is interesting to note the development of the business and to note that it does not in any instance seem to fluctuate either upward or downward in relation to a prevailing condition in a community—such as the suspension of manufacture, a crop failure, labor disturbances, strikes, etc.—but fluctuates with either the rise or the fall of the efficiency of the individuals covering that particular section. Therefore, the problem is not so much one of resources, as it is one of resourcefulness of the men covering the field.

There is perhaps no business quite so subject to temperamental conditions of those identified with it as is the life insurance business. One of the fallacies, therefore, that prevails to a very large extent in the administration of an agency force is that the business is academic in its nature, those responsible for the production of the business, in the main, are temperamental to a degree, and that, therefore, it is impossible to establish a business upon purely commercial grounds. This I have always held and believe is a fallacy. The life insurance business, like any other business, should be departmentalized, even in the agency end of the work, and each department held strictly accountable for the returns therefrom for the cost of running the same; its profits and losses weighed one against the other, and administered strictly upon the merit of its own accomplishments—just as the several departments of a large department store, or manufacturing business, or bank, or other institutions are run.

A sales managers' association is being formed in Sioux Falls, S. D. R. E. MCCARTY, sales manager of the Northwestern Equipment Company, road maintenance machinery, is one of the organizers.

Orders for freight cars placed in January equalled those placed during the entire year of 1922. Railroads are said to be anticipating an unprecedented volume of business this year. Many large orders for locomotives have been placed.

ASK FOR THE
BOOK

Quill-osophy
Gratis to
writers of
Business Letters

These interesting articles
from *Forbes Magazine*
will be sent you gratis,
until a limited edition is
exhausted.

THOMAS A. EDISON, INC.
Ediphone Division
60 Lakeside Ave., Orange, N.J.

BIG MONEY IN THE BRUSH BUSINESS

Sales managers, district managers and
others who have organized sales forces
among specialty men

Consider!

Our enormous factory offers you a complete
line of guaranteed twisted-in-wire house-
hold and personal brushes (ivory and
tortoise shell handles)

At 60% to 90% off the list!

Own your own business. Write us today.

**Queen City Brush and
Specialty Co.**

3214-3216 Colerain Ave., Cincinnati, O.

**BINDERS FOR
SALES MANAGEMENT
\$1.25 POSTPAID**

The Dartnell Corporation
1801 Leland Ave. Chicago

When the unusual happens~



SO LONG as conditions run along normally they do not need your attention, but when the unusual happens

- a customer stops buying
- a cost goes up
- a commodity doesn't move
- an employee fails

then you want these facts brought to your attention in a manner which demands and gets action.

By concentrating on the unusual condition, be it good or bad, you as an executive will control your business.

Acme Visible Equipment, by bringing the unusual to the surface, out of the mass of information that it records, will prove a vital factor in building the success of your enterprise. Moreover, Acme Visible Record Control will often anticipate the unusual—guard against the conditions pictured above.

There is nothing gained waiting until something goes wrong. The service of our record development department is available to you now, without obligation. You will profit by our experience in having worked out similar problems for every kind of business institution.

The coupon will suggest the information needed.

A memoranda concerning your records now used or contemplated—character of information recorded—number of cards involved, and size—would be most helpful at the outset.

ACME CARD SYSTEM CO. 423SM
2 No. Michigan Ave., Chicago

Indicate your preference in following squares:

- ☐ Send Catalogue
- ☐ Send forms applicable to _____ record
- ☐ Have your representative call without obligation on our part
- ☐ Make initial recommendations and suggestion by letter

Name _____

Address _____

Signed by _____

ACME

CARD SYSTEM COMPANY

Principal Offices: 116 South Michigan Avenue, Chicago, Illinois
BRANCHES IN LEADING CITIES

FREE to Mail Order Advertisers

WRITE us today on your business stationery and we shall be glad to send you from time to time reprints of articles on mail order selling appearing in **SALES MANAGEMENT** and other publications by

Ralph K. Wadsworth

of this agency, a recognized authority on mail order selling.

F. McCurdy Smith

70 Fifth Ave., New York City

Now serving some forty advertisers selling by mail and through specialty salesmen.



How to use Testimonial Letters in Selling

Prospects will not read *everything* in a letter your salesmen show them, unless the letter is very short.

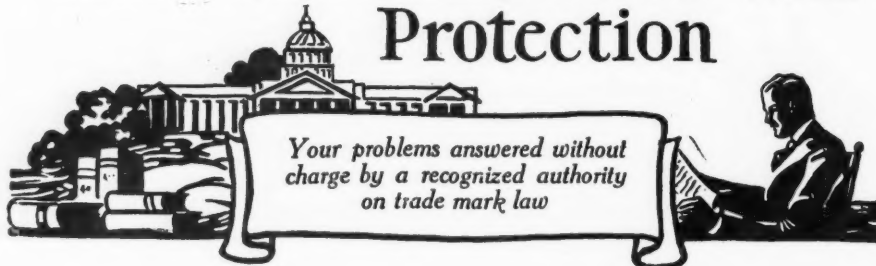
To get around that—underline the most important sentences with India ink, or draw a rule around them, and then send the original letters to us for photostat copies.

Letters, orders, charts, or anything written or printed can be duplicated by our process, either in the original size, or reduced or enlarged. Saves cost of plates and composition. Cheaper, too.

To prove the excellence of our work, we will make a sample print for any **SALES MANAGEMENT** reader. Send letter or small clipping. No charge for sample.

COMMERCIAL PHOTO-PRINT CO.
45-49 William Street, New York City

Trade Mark and Good Will Protection



Double Protection for Rights of American Sellers

Chicago, Ill.—Won't your trade-mark department tell us, in words of one syllable, the meaning of the recent decision by the Supreme Court of the United States which seems to say, as the layman senses it, that imported goods cannot be sold in the United States under their own trade-marks?—D. & P.

Our correspondent has reference, evidently, to the opinion of the court of last resort delivered a few weeks ago in the case of A. Bourjois & Company versus Anna Katzel. The court from which there is no appeal did make in that opinion some statements that are mighty startling, on the face of things. It said in so many words that ownership of goods does not carry the right to sell them with a specific mark. That it does not necessarily carry the right to sell them at all in a given place.

But it is to be taken into consideration that in this opinion the Supreme Court was not passing upon competition as between two sales interests in the United States. On the contrary it was considering the plight of the American subsidiary of a foreign corporation whose exclusive sales rights in this country had been invaded by a free-lance seller who "went over the head" of the American agency and buying the foreign goods in original packages in the open market abroad shipped them into the United States and undersold the American corporation which had been granted exclusive sales rights and with it the title in the United States to the trade-mark and the good-will.

Confronted with this new twist in the strategy of underground selling, the Supreme Court held that there must be applied as with respect to trade-mark, the same principle that has ruled with respect to patents. The courts have, on former occasions, said that if goods are patented in the United States a dealer or distributor who lawfully bought similar goods abroad from one who had a right to make and sell them there could not sell them in the United States. The supreme bench commented that the monopoly in that case is more extensive but that it saw no sufficient reason for holding that the monopoly of a trade-mark so far as it goes is less complete.

There is nothing in this decision to be disquieting to any American sales interest. On the contrary it raises, by the highest authority, the slogan "American trade-marks for Americans." It fortifies tremendously the position of the exclusive sales agent or American subsidiary corporation which has registered in its own name the trade-mark that had its original significance and association with

a given line of goods in a foreign land. And the Supreme Court paid high tribute to the value of trade-mark rights when it said that this current epoch-making case deals with a delicate matter that may be of great value but that easily is destroyed and therefore should be protected with corresponding care. That should stand for all time in vindication of good-will as one of the most precious assets of a sales organization, whatever be its position in the field and regardless of whether it manufactures its product or devotes itself to the sale of the products of another—perhaps products that, as in this case, came from a far country.

Sales Evidence Clinches Claims

Bangor, Maine—Perhaps you can inform us why so many sellers, in prosecuting actions for trade-mark infringement, unfair competition, etc., seem to be at such pains to present evidence showing as heavy a volume of sales as possible, with proof of increasing sales.—J. J. S.

Sales records have come to be accepted in Federal courts and in the tribunals of the U. S. Patent Office as affording conclusive proof of the extent to which the purchasing public is choosing or specifying a given make of goods. Take, as an illustration of the effect of such evidence, the recent contest between the Washburn Co. versus Touraine Co. for possession of a candy mark. One side argued that the name "Touraine" was used by its competitor merely as a piece-mark. But when evidence was forthcoming that sales of the brand are now running above \$8,000 per month in the territory east of the Mississippi the referee at Washington conceded that the buying public must be accepting the name as indicating goods of a specific make.

Expansion of Business Prerogatives

Bristol, R. I.—Is there any fixed rule showing how far a seller may extend his business and carry with him his trade-mark rights or good will in venture when he has originally set up in business with a single specialty or a small line?—J. N. E.

The only rule we know of is the so-called classification rule in force at the U. S. Patent Office. By this ritual there must be no duplication of the use of a trade-mark on "goods of the same descriptive properties." That means not only articles used for the same purpose but, to some extent, articles having the same characteristics or manufactured from the same ingredients.

The State of Maine has a publicity bureau that invested \$11,136.96 in advertising last year. This advertising is given credit for bringing 600,000 tourists into the state who spent \$45,000,000 it is claimed.

The Man Who Chased Calve Away

One time in Paris Emma Calvé and Elene Sanz thought they would try their luck as street singers.

It would be a wonderful experience, they thought, for two opera singers to go out unannounced and astonish the music-loving natives.

After repeated rebuffs they were permitted to enter a court, where they began to sing.

Although they gave the best they had and sang songs that their friends admired, a furious voice inquired, "How long is this howling going to continue?"

As a result of the complaints, they were driven out of the courtyard.

That night at the Spanish Embassy they sang the same songs and were overwhelmed with compliments.

Later in the evening they told of their experiences, and one of the men present who had been loudest in his praise became the butt of some of his associates because he had confessed still earlier in the evening that he had chased two singers out of a certain courtyard that afternoon.

The two singers, of course, were Calvé and Sanz.

This story illustrates what most of us ought to know by this time, and that is the importance of advertising even to products that are meritorious.

There was no question at all of the ability of Calvé and Sanz to sing perfectly. In the musical world they were known as high-priced artists. When properly advertised and introduced the public was quite willing to pay vast sums to hear them sing.

When, however, these two singers, unannounced and dressed like wanderers, went out into the streets to give their songs away, they received insults for their pains.

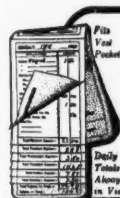
The products of many manufacturers are failing to find their way onto store shelves because the makers haven't introduced them to the public by advertising.

Other products that have been on the shelves, but which now are unadvertised, are being crowded out by advertised products.

The law is: The fit survive and the unfit decline according to their adaptability to environment.

Unadvertised products have a very slim chance in the competitive world.

The Treasure Chest of Charles Francis Press.



Handy Expense Books for Traveling Men

Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free.

100 for \$3.00 500 for \$13.75 1000 for \$25.00
GARRETT & MASSIE, Inc., Publishers
P. O. Box 1837-D Richmond, Virginia

Better Booklets for Less Money

5000 Eight-Page BOOKLETS 3 1/2 x 6 1/4, printed on good Enameled paper **\$70**
5000 Four-Page FOLDERS 6 x 9, printed on good Enameled paper **\$42**
1000 8-page booklets, \$25 1000 4-page folders, \$20
Write for Free Samples on Your Printed Letterhead
E. FANTUS CO., Printers, 525 S. Dearborn St., Chicago

The finest, most convenient Binder we know of for filing Salesmen's Photographs, Sales Bulletins, House Organs, thin Periodicals, loose sheets of all kinds is the

Gem Binder

It costs little—works well.

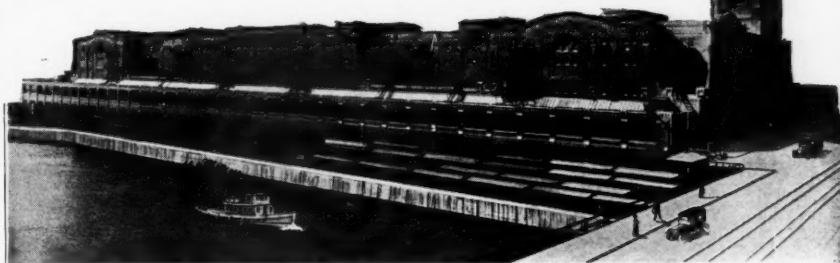


You can obtain it with stiff cloth-bound covers or with flexible or stiff covers of Fabrikoid. Send for a sample on approval, stating size and style.

This Binder can be made in special sizes and styles for use as a Loose-Leaf Scrap Album for the Advertising and Sales Departments.

THE H. R. HUNTING CO., Inc., SPRINGFIELD, MASS.

Forward-Looking Sales Managers Make This Mammoth Plant Their Chicago Warehouse



Here they store stocks for immediate deliveries to their Chicago customers or for reshipments to their Mid-Western clientele.

Their Chicago Sales Representatives spend their time in selling, not in distribution detail. The Largest Public Warehousing Unit West of the Atlantic Seaboard is their warehouse and shipping rooms, and does the distributing job at far less cost and with much more efficiency than they could do it themselves.

Meet the keen competition in this market with assurance. You, too, can save Time, Money and Worry, as well as enjoy more sales and a bigger margin of profit by using Chicago's Big Downtown Warehouse in simplifying your distribution problems in the Middle West.

Let us know your particular need. Write us now; we know how. Considerate—Efficient—Economical—Reliable.

Western Warehousing Company

Polk Street Terminal : Pennsylvania System : Chicago
Harrison 6350 Wilson V. Little, Supt.

TELL It to Sweeney!

[The Stuyvesants
can't buy everything!]



visibility
makes advertising seen!
effective space
makes small campaigns pay!
limited lineage
means less advertising competition!
largest circulation
of any morning paper in America!
concentrated volume
circulation—97.4% city & suburbs!
home readers
because this paper goes home!
responsiveness
from interested readers. Proofs!
low cost
economical advertising!

8 Advertising Advantages

Home Office
25 Park Place, New York

Western Office
Tribune Building, Chicago



TOO many advertisers select media with the idea of placing their sales message before the prospects who have money, rather than before those who want and need the articles advertised. The advertising tries to call on the Stuyvesants on Exclusive Avenue; while the salesmen get their orders from the little stores that sell the Sweeneys on Any Street. The class market, in New York or anywhere else, is not only over-solicited, but frequently too little interested.

...

THE price cut in Overland cars is news, and 'an inspiration to the Sweeneys, but to the Stuyvesants, who already have a higher priced car it is insignificant. Mr. Sweeney will take kindly to the suggestion that he try a Lucky Strike or a Chesterfield; Mr. Stuyvesant is satisfied with the monogrammed cigarettes his club provides. To one, the good looks and good values that are found in Monroe clothes, Stetson hats or Walk-Over shoes are of interest; to the other, with his own tailor, hatter, bootmaker, they are of no consequence. Never in his wildest moment would Mr. Stuyvesant think of approaching the Morris Plan Bank for a loan, or the Loyal Order of Moose for companionship. To Mr. Sweeney these institutions have considerable appeal.

Both their wives are interested in clothes, but one buys what is being worn in her set at Certain Shops, while the other checks the local advertising columns beforehand. To Mrs. Stuyvesant, as long as the house-keeper or cook is on the job, the merits of Borden's milk, or Sheffield butter spread on Ward's bread, the cooking qualities of Mazola, the flavor of Eat-mor cranberries, the health elements of Fleischmann's yeast or Sun Maid raisins, the suitability of Lux for lingerie or Linit for tablecloths, are not pertinent. To Mrs. Sweeney, who is faced with

ever present problems of feeding and caring for a growing family on a moderate income, they are vital issues. She must think about such things.

When the lady in the big house wants to keep That Schoolgirl Complexion, she visits a specialist; Mrs. Sweeney goes to the corner druggist and invests in Palmolive and Pompeian; in Wildroot, Forhan's, Colgate's preparations and Gainsborough hair nets. Aeolian player pianos and Columbia graphophones to one family are something to work for; to the other, they are taken for granted. And although one family may wonder What's Wrong Here, they will never send for 'the Book of Etiquette to find out; the other will gratefully mail the coupon.

The vocabulary of the Stuyvesants probably does not know the words Yankee Roll, Chiclets, Coca Cola, Oh Henry, or Wrigley's; but to the Sweeneys these are symbols of pleasure.

...

DO not make the mistake of under-estimating the capacities of the mass market, the Sweeneys as customers. Henry Ford turned out his millionth vehicle in May 1921. Has your firm been able to sell a million units priced from \$200 to \$1,000 in the last decade and a half?

When you advertise in New York, Tell It to Sweeney in The News, bought by one of every three buyers of morning papers in New York City. Its more than half-million copies daily, the largest morning circulation in New York, will carry your sales message to receptive readers; will carry it effectively because of the high attention value of the tabloid page, and economically, because small space can do a good job in a small paper. Get the details!



THE NEWS

New York's Picture Newspaper

TIPS



Does the age factor enter into your selling? Who buys *your* product, kids under 18, young folks of 18 to 30, middle-aged people, 30 to 45, or those over 45? *Photoplay Magazine* has made a national investigation covering retail trade in many lines that answers these questions for many of our readers. The facts are presented attractively in a fifty-six-page book. Write M. C. W. Fuller, advertising director, *Photoplay Magazine*, 221 West 57th Street, New York.

An interesting little study of the power of *correct copy* in publication advertising is to be found in a thirty-page book entitled "Eliminating the Dronad" being circulated by Ruthrauff & Ryan, New York and Chicago advertising agency. The author's definition, "Dronad, dron-ad, n.—an advertisement which fails to produce its quota of sales; an idle ad," is indicative of his message, which, after restating this well-known agency's belief that "the copy is the thing," describes some of the methods used in testing the pulling power of different styles of copy.

SALES MANAGEMENT readers whose functions include the writing or approving of advertising copy, can obtain copies of this book for the asking by addressing the agency at 404 Fourth Avenue, New York.

"Thirteen Ways to Better Business" is the heading of a graphic chart recently published by Johnson, Read & Company, advertising agency of Chicago, which may serve to visualize some generally known, but frequently forgotten, ways of increasing business to interested SALES MANAGEMENT readers.

Sales and promotion executives of manufacturing concerns who are interested in new ways to make local and national advertising pull together, will find a series of advertising blotters prepared by The Standard Paper Manufacturing

Company a distinct departure from the customary manner in which this medium of publicity is used. The entire series, together with a list of distributors for "Standard Blottings," from whom the electrotypes can be obtained free of charge, will be furnished promptly to any sales executive reader of SALES MANAGEMENT. Requests should be addressed to the company at Richmond, Virginia.

Sales managers interested in the Cleveland market will be glad to know that *The Plain Dealer's* book for 1923, "Cleveland's Three Million Market" is just off the press and ready for distribution. Merely to mention the fact that 57,870 families have been added to the City of Cleveland alone during the last decade is significant of the changing conditions and growth of this market, which *The Plain Dealer* analyzes in an exceptionally lucid and thorough manner. Copies of the book may be had by addressing the Merchandising Department of *The Plain Dealer*.

Capital In Any Amount

—for any manufacturing, merchandising, oil, mining or other industrial or financial enterprise of merit—may be raised by my tested plan of reaching selected investors direct-by-mail. Twenty years' resultful experience, planning and writing mail-sales campaigns for financing enterprises of almost every nature.

Burnham Chemical Co., San Francisco, writes: "Your copy is splendid and it certainly ought to bring results." Later: "We over-subscribed the first issue of Burnham shares 22 per cent."

Invader Oil Corp., Oklahoma: "Gardner is the greatest financial advertising writer in America." A. L. Jolley & Co., Investment Bankers, N. Y.: "You need have no fear as to your success under Gardner's direction." National Syndicate, Los Angeles: "You can make no mistake in securing Gardner's service."



"How to Raise Capital"



A new, greatly enlarged, illustrated edition of my book, "How to Raise Capital," just published—most elaborate work of the kind ever issued—filled with practical information and result-getting ideas on direct financing.

Outline your proposition for free analysis of your financing problem, samples of my work and complimentary copy of this book. Book sent free ONLY to those submitting detailed outline—to all others, for actual mailing cost, \$1.00. Address

Ernest F. Gardner
ADVERTISING SERVICE
511-H Ridge Arcade, Kansas City, Missouri

Chain Store Lists

Authentic lists of chain stores in all fields, giving name of parent company, address of buying headquarters, number of stores operated, and principal lines of merchandise carried. Write for descriptive folder.

KELLOGG PUBLISHING COMPANY
149 Bridge Street Springfield, Mass.

The American Home & City Beautiful Exposition

Million Dollar Pier, Atlantic City
JUNE 16th TO SEPTEMBER 8th, 1923

A Twelve-Week Exhibit of Innovations and Surpassing Beauty to Boost American Industry and Home and City Beautiful Movements

The Sales Manager's Year

A shrewd business man's counsellor of national prominence has aptly stated that this is the sales manager's year. Never before has greater skill been required to solve sales problems.

This exposition is being promoted to aid you in solving your publicity and sales problems.

This show, national in scope, offers maximum publicity and sales efficiency at a minimum cost to concerns supplying essentials for beautifying the home or city (including materials, equipment, and furnishings and all necessities and luxuries). Ten million Americans who visit Atlantic City during the summer season when this show is in progress will see your exhibit.

Write for Exposition Folder and Full Particulars

American Home and City Beautiful Ass'n—Atlantic City, N. J.

Custom Shirts

Tailored to Your Measure

at reasonable prices. Best of workmanship and material. Satisfaction guaranteed. Write for samples.

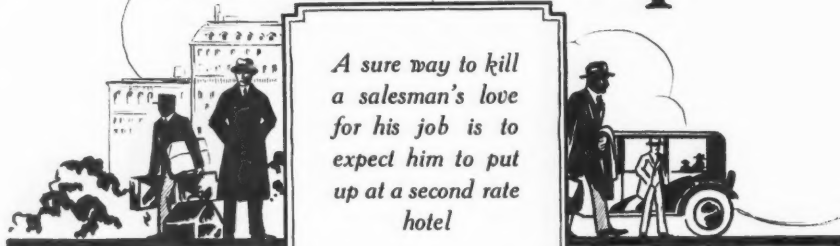
STEVENS CUSTOM SHIRT CO.
Seneca and Aurora Streets Ithaca, N. Y.

TOLEDO, OHIO

THE TOLEDO TERMINAL WAREHOUSE COMPANY

928-930 George St., Toledo, Ohio
STORAGE OF MERCHANDISE
Special Attention to Pool Car Distribution

Where to Stop



HOTEL TULLER DETROIT, MICH.

Headquarters for
Old Colony Club
Detroit Automobile Club
Motion Picture Exhibitors'
Association

European Plan
600 Rooms 600 Baths
\$2.50 up, Single \$4.50 up, Double
Sample Room, \$5.00 per Day

Cafeteria Cafe a la Carte Men's Grill
A. McKendrick, Mgr.

HOTEL CLEVELAND Cleveland, Ohio

Discriminating sales executives and their salesmen prefer the Cleveland. Strictly modern in every respect. Serv-a-dore equipment in all rooms. Floor clerks on each floor.

1000 Rooms—1000 Baths

Plan your next convention and make your appointments at the Cleveland.

E. M. BUEL, Gen. Mgr.

HOTEL LINCOLN Lincoln Square : Indianapolis, Ind.

Fifteen stories of comfort and luxury!

400 Rooms—400 Baths, circulating ice water. The Rotary Hotel.

Wonderful dining rooms, Coffee Shop and Soda Fountain

"You will feel at home at The Lincoln"

WM. R. SECKER, General Manager

THE CURTIS HOTEL 10th St. at 4th Ave. MINNEAPOLIS, U. S. A.

Largest and Finest Hotel in the Northwest
Sales Managers are awaking to the possibilities of "The Curtis" as their Minneapolis headquarters

One Full Block of Beautiful Lobbies and Amusement Rooms

TARIFF

75 Rooms with Bath, \$2.00 for one person
\$3.00 for two
325 Rooms with Bath, \$2.50 for one person
\$3.50 for two
200 Rooms with Bath, \$3.00 for one person
\$4.00 for two
Others with Bath, \$4.00 to \$10.00

Travel News

Railroad officials have decided to put sleep in the sleeping cars. Orders have gone forth to rail employees to cease the noisy handling of trains carrying sleeping cars, and bells on switching engines are to be silenced. An end to employees' conversation is also ordered and no longer will affairs of the heart, hearth or coal bin be discussed under the car window.

The formal opening of the new Hotel Retlaw, Fond du Lac, Wisconsin, took place on March 3rd. The Retlaw is an eight-story, strictly fireproof hotel containing 200 guest rooms, three-fourths of which are provided with baths. Fifteen sample rooms care for the wants of the commercial traveler desiring such accommodation and the hotel is furnished and equipped throughout with the best of everything to guarantee good service and comfort.

The Hippodrome, the famous New York playhouse which was opened in 1904 as the largest theater in the country, will be razed this spring and a \$15,000,000 hotel will be erected in its place.

The Hotel Cleveland, Cleveland, Ohio, which has been in operation for the past four years, is to be connected with the new Union Station, now under construction. The station will face the Public Square adjoining the Hotel Cleveland and will practically be made a part of it so that passengers may walk from the train into the hotel. At present the Cleveland contains 1,000 rooms but with the completion of the station, possibly before, it is planned to erect an addition of 800 rooms.

Sales managers will be interested in knowing that the National Council of Traveling Salesmen's Association and the American Hotel Association are co-operating together in protesting against the reported purpose of the railroad companies to delay the issuance of the interchangeable mileage book as ordered by the Interstate Commerce Commission. These two associations contend that the business interests of the country are entitled to relief from the present exorbitant cost of commercial travel and that the increased passenger and resultant freight traffic will result in greatly increased profit to the railways.

Montgomery, Alabama, is to have a new modern hotel with 112 rooms in a six-story building which will cost approximately \$200,000. It will be of fireproof construction with all outside rooms. There will be a shower in every bathroom, while running ice water will be found in each room. A special feature which all sales executives will applaud, especially in the hot weather, is a ceiling fan with which each room will be supplied.

HOTELS

Baltimore Muehlebach

12th Street and Baltimore Avenue
KANSAS CITY, MO.

IN the very center of the business district, the combined buying power giving the best in room accommodations, cafe and dining service at fair prices.

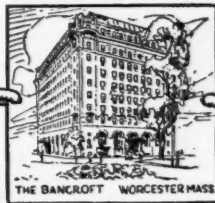
S. J. WHITMORE,
Chairman
JOSEPH REICHL,
V-P. and Gen. Mgr.

500 ROOMS
Jos. R. DUMONT, Mgr. Hotel Baltimore
500 ROOMS



HOTEL UTICA UTICA, N.Y.

UNITED HOTELS CO. OF AMERICA *The Hallmark of Hospitality*



THE BANCROFT WORCESTER, MASS.

After a Tiresome Journey

That is a good time to come to one of these easily reached centers of hospitality. You will be speedily refreshed by the homelike atmosphere, the excellent cuisine and the many conveniences provided for your comfort.

Make your home at a United Hotel whenever you stop in one of the cities below.



PRINCE EDWARD HOTEL WINDSOR, CANADA



THE SENECA ROCHESTER, N.Y.



THE STACY-TRENT TRENTON, N.J.



THE PORTAGE AKRON, OHIO



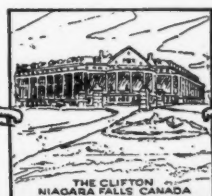
THE CLIFTON SYRACUSE, N.Y.



THE MOUNT ROYAL MONTREAL, CANADA



THE MOUNT ROYAL MONTREAL, CANADA



THE CLIFTON NIAGARA FALLS, CANADA



THE DURANT FLINT, MICHIGAN



ROYAL CONNAUGHT HAMILTON, CAN.



THE LAWRENCE ERIE, PENN.



THE PENN-HARRIS HARRISBURG, PA.



HOTEL ROCHESTER ROCHESTER, N.Y.



KING EDWARD HOTEL TORONTO, CANADA



THE TEN EYCK ALBANY, N.Y.

THE BANCROFT WORCESTER, MASSACHUSETTS
Charles S. Averill, Mgr.
THE TEN EYCK ALBANY, NEW YORK
Harry R. Price, Mgr.
HOTEL UTICA UTICA, NEW YORK
Walter Chandler, Jr., Mgr.
THE ONONDAGA SYRACUSE, NEW YORK
Proctor C. Welch, Joseph E. Grogan, Mgrs.
THE SENECA ROCHESTER, NEW YORK
B. F. Welty, Mgr.
HOTEL ROCHESTER ROCHESTER, NEW YORK
Lewis N. Wiggins, Mgr.
THE ROBERT TREAT NEWARK, NEW JERSEY
Charles A. Carrigan, Mgr.
THE STACY-TRENT TRENTON, NEW JERSEY
Charles F. Wicks, Mgr.
THE PENN-HARRIS HARRISBURG, PENNSYLVANIA
H. S. McDonnell, Mgr.
THE LAWRENCE ERIE, PENNSYLVANIA
W. A. Cochran, Mgr.
THE PORTAGE AKRON, OHIO
Harry Halfacre, Mgr.
THE DURANT FLINT, MICHIGAN
George L. Crocker, Mgr.
THE MOUNT ROYAL MONTREAL, CANADA
Vernon G. Cardy, Mgr.
KING EDWARD HOTEL TORONTO, CANADA
L. S. Muldoon, Mgr.
ROYAL CONNAUGHT HAMILTON, CANADA
A. E. Carter, Mgr.
PRINCE EDWARD HOTEL WINDSOR, CANADA
J. T. B. Foote, Mgr.
THE CLIFTON NIAGARA FALLS, CANADA
Open May to September
THE ROOSEVELT NEW YORK CITY
Building
THE OLYMPIC SEATTLE, WASHINGTON
Building
THE ALEXANDER HAMILTON PATERSON, N. J.
Building
THE NIAGARA NIAGARA FALLS, N. Y.
Building

UNITED HOTELS COMPANY OF AMERICA

Frank A. Dudley, President
Frederick W. Rockwell, Vice-Pres. J. Leslie Kincaid, Vice-President
Horace L. Wiggins, Vice-President D. M. Johnson Secretary
Geo. H. O'Neill, Gen. Mgr. Canadian Hotels

Executive Offices
25 WEST 45th STREET, NEW YORK

*Uptown
Chicago's
Most Favored
Hotel*

*500 Rooms
all with bath*



Sheridan-Plaza Hotel

Sheridan Road at Wilson Ave., Chicago

UPTOWN CHICAGO has come into its own. Thousands of visitors now exercise their strong preference for a hotel on the North Shore. This is especially true of salesmen desirous of efficiently working this rich retail district. In answer to such demands the new Hotel Sheridan Plaza, in the center of Uptown, provides accommodations of surpassing merit at prices relatively very moderate.

The beautiful main restaurant has already attained wide fame and in the Narcissus Grill (cafeteria) food of choicest quality is obtainable at ordinary cafeteria prices.

18 minutes from downtown. Elevated express trains. Surface cars. Motor busses to downtown through Lincoln Park stop at the door.

Large sample rooms.

Wm. B. Smith, *Manager*

Trade Marks More Valuable Than Plants

In the eleven years from 1870 to 1881 there were only 8,190 applications to the patent office for trade-mark registration, while in the single year 1921 there were 15,424 such applications. In commenting upon this increasing value which business men are attaching to trade-marks, Earl D. Babst recently said:

"All the buildings of the Curtis Publishing Co. might burn tonight, and the presses be destroyed, yet the *Saturday Evening Post* and the *Ladies' Home Journal* would still be among the great magazine properties of the world. The plants of Colgate & Co. might disappear through fire, flood, or earthquake, but Colgate's Soap would continue, and probably the famous trade-name would be more valuable than before.

"The point is also illustrated by the greater importance formerly given to patents. A patent was greatly desired because it was a monopoly. Now, the futility of patent monopoly, as of any other monopoly, as a basis of permanent merchandising success is generally recognized. In fact, we, as business men, know that a patent is generally a passport to trouble, as indeed, are all attempts to monopolize in merchandising."

Statement of Ownership, Management, Circulation, Etc., Required by the Act of Congress of August 24, 1912

of SALES MANAGEMENT, published monthly at Chicago Illinois, for April 1, 1923.

State of Illinois, County of Cook—ss.

Before me, a notary public, in and for the state and county aforesaid, personally appeared John Cameron Aspley, who, having been duly sworn according to law, deposes and says that he is the editor of SALES MANAGEMENT, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the act of Aug. 24, 1912, embodied in section 443, Postal Laws and Regulations.

1. That the names and addresses of the publisher, editor, managing editor and business managers are:

Publisher—The Dartnell Corporation, 1801 Leland Ave., Chicago.

Editor—John Cameron Aspley, 1801 Leland Ave., Chicago.

Business Managers—The Directors of The Dartnell Corporation.

2. That the owners are The Dartnell Corporation, a stock company organized and incorporated under the laws of the State of Illinois, all stock being owned by J. C. Aspley, Glencoe, Ill.; M. D. Aspley, Glencoe, Ill.; M. B. Asplet, Chicago; J. T. Kemp, Chicago; P. S. Salisbury, New York City; P. R. Means, Chicago; H. G. Trine, Chicago; and R. A. D. Trine, Chicago.

3. That the known bondholders, mortgagees and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages or other securities are:

None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds or other securities than as so stated by him.

JOHN CAMERON ASPLEY, Editor.

Sworn to and subscribed before me this twenty-second day of March, 1923.

P. R. MEANS,
Notary Public.

(My commission expires March 28, 1923.)

An Information Service for Sales Managers, Advertisers,
Advertising Agencies and Merchandisers

Crain's Market Data Book and Directory

of Class, Trade and Technical Publications

1923 Edition Now Ready

Contains Thousands of Facts About Markets

No matter what you want to find out about a given market, you can get the facts in Crain's Market Data Book and Directory.

If you want the volume of business in the furniture trade, the rating of the automobile dealers, the buying methods of the iron and steel industry, the distribution of cotton mills, the number of public schools, the horsepower of the central stations, you will find it in Crain's Market Data Book and Directory.

This is the day of market research. The sales manager or advertising man who does not find out the facts about the markets he wants to reach before he begins his campaign for business is needlessly handicapping himself, and adding to his sales costs.

By using Crain's Market Data Book and Directory, the facts may be found immediately, and authentic data substituted for guesswork.

Wouldn't it be worth your while to have on your desk a book that you can refer to constantly for exact statistics and market data about the fields that you are interested in?

Information Organized by Trades and Industries

The information contained in the 500 pages of this book consists of thousands of facts. They are assembled and organized by trades and industries, beginning with Architecture and running through to Woodworking.

The aim in each field is to give a clean-cut picture, including the number of buying units, volume of business, distribution by ratings, buying methods, buying seasons, range of products used or handled, recent changes and tendencies, etc.

The sales manager interested in getting business from a given field need only to turn to the corresponding section in Crain's Market Data Book and Directory to get the facts regarding the field.

It furnishes the basic data, and supplies the outline upon which to build a definite sales plan formulated with reference to the particular product or line which the merchandiser is planning to market.

Crain's Market Data Book and Directory does not take the place of individual research—but it supplies authentic material upon which to build up quickly and accurately detailed research material.

Complete Publication Data on Business Paper Field

For the benefit of advertisers, complete classified lists of publications serving each trade, industry and profession are supplied, immediately following the market data for each field.

This information consists not only of the names and addresses of publications, but also exact data regarding the fields covered, circulations, rates, closing dates, mechanical requirements and other facts of interest to advertisers making up lists and preparing estimates of the cost of campaigns.

These lists are invaluable to the research worker in indicating publications from which current market quotations and other data may be obtained, with reference to conditions prevailing at a given moment in a trade or industry in which the investigator may be interested.

In addition to complete data about publications in the United States and Canada, which are listed in each market section, there is a separate list of publications in every foreign country.

This information is of special advantage to the export sales manager, and to those who desire either to advertise abroad or to obtain information regarding individual industries abroad.

Hundreds of Authentic Sources of Information Utilized for This Book

This is the third edition of Crain's Market Data Book and Directory. Our editors have spent years in compiling and collating data from every available source, including government, trade association, publication and other authorities. This means absolute reliability for the information.

Thousands of manufacturers, as well as advertising agencies, libraries and others, are making regular use of the publication for reference purposes.

Use It in Planning Your Sales and Advertising Drives —Get Your Facts Straight

Send now for your copy of Crain's Market Data Book and Directory! Examine it, note the vast fund of valuable information it contains, and keep it only if you find it of definite value to you and your organization. The burden of proof is on us.

Sent on Five Days' Approval—Price \$5
Use coupon at right

CRAIN'S MARKET DATA BOOK AND DIRECTORY
537 S. Dearborn Street, Chicago.
As offered in SALES MANAGEMENT, please send on five days' approval one copy of your 1923 edition. If retained after five days, \$5.00 will be remitted on receipt of bill.

Name _____
Company _____
Street No. _____
City _____

Ad-Sell League Holds "Sales Clinic"

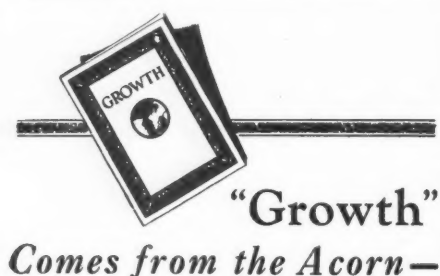
The Advertising-Selling League of Omaha recently established a sales clinic, to which business concerns are invited to send employees who are in any way connected with selling. At these "clinics" better methods of selling are taught, with the idea that better selling means more business at less expense. One of the concerns reports that whereas its salesmen only closed ten per cent of the prospects on whom they called prior to attending the clinic, they are now selling fifty per cent.

Many of the largest business houses of the city are enrolling groups of their employees. This group includes M. E. Smith & Co., Carpenter Paper Co., Paxton & Gallagher, Iten Biscuit Co., Nebraska Power Co., Nebraska Clothing Co., Roberts Dairy, Jay Burns Baking Co., U. S. Rubber Co., Byrne & Hammer Dry Goods Co., U. S. Supply Co. and Welch's Restaurants.

Sales managers and exporters of cotton prints, etc., will be interested in the report by Consul J. R. Putnam, Havana, that there is a decided improvement in the Cuban market for cotton materials. This is especially true of calico, for which there is a greater demand than gingham, the former being cheaper. It is reported that many firms are replenishing their stocks.

Sales Campaigner

WANTED—Someone who can conduct sales contests. Must furnish copies of letters written to salesmen in campaigns. Chicago man preferred. Address Box 455, SALES MANAGEMENT, 1801 Leland Ave., Chicago.



See the
Palm - Fechteler
& Co. Decalco-
manic ad on
page 555 — we
prepared it.

"GROWTH" is the title of our recently published advertising hand book — telling the story of how many business plants are growing under our ad-ministrations.

Acorn Agency, Inc. Advertising

New York Philadelphia
132 Nassau Street 605 Van Dam Bldg.



Personal Service and Supplies

Rates: 36c a line of seven words; minimum \$3.00.

SALES EXECUTIVES WANTED

AN UNUSUAL OPPORTUNITY WITH A future—for a man between twenty-five and thirty-five years of age with initiative, diplomacy, energy, executive ability and education to serve as the manager of a small organization composed of various substantial manufacturing companies. Write us in detail about yourself asking for an interview. All communications will be held strictly confidential. Box 457, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALES OR ADVERTISING MANAGER TO acquire interest in established national business. Address, Box 456, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

ASSISTANT SALES MANAGER (IN CHICAGO office of large manufacturer) with ability to hire and operate a city and traveling sales force of ten to twelve drawing account commission salesmen selling quality line to hardware, auto and other dealer trades. Reply must give details of your experiences, age and minimum starting salary wanted. Write W. D. Jones, c/o R. M. H. Co., 1534 S. Western Ave., Chicago.

ADVERTISING SERVICE

THE MAILS ARE FULL OF COMPETITION which your mail-salesman must meet and master. Pay a little more for copy and you'll pay a lot less for results! CHARLES HENRY MACKINTOSH writes mind-moving letter or booklet copy for ten cents a word. His record says, "Try him!" First, president, Association of House-Organ Editors; second, president, International Direct-Mail Advertising Association; then, president, Associated Advertising Clubs of the World. Now at YOUR service. 910 S. Michigan Ave., Chicago.

POSITIONS WANTED

DESIRE CHANGE ACCOUNT PRESENT development work restricted. Over thirteen years' experience direct-to-consumer sales work, from ground up. Food products line, premium advance, wagon delivery plan. Can form and keep organization, develop territory and lay out routes. Have managed branches and men all parts of United States, thereby acquiring very good knowledge of housewives' preference of this line of work. Age 46, not married. Address, Box 451, SALES MANAGEMENT, 1801 Leland Ave., Chicago, Ill.

MAN WHO HAS BEEN DOING SPECIALTY and promotion work in the food line wants to tie up with some concern doing introductory promotion work, either specialty selling or handling crew of salesmen in four or five states. Thirty-five years old and willing to go anywhere in the United States. Can give best of references. Address, Box 458, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SECRETARY-TREASURER OF LARGE CORPORATION desires appropriate connection. Experienced in law, financial and funding operations, insurance management, credits and corporate accounting. Bank and creditable references. Address Box 453, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

AGENCY RIGHTS WANTED

SALES ORGANIZATION OF PROVEN ABILITY wants exclusive territory sales rights or agency for Minneapolis, St. Paul and adjacent territory. Here is an opportunity to secure high-class representation in this field. Box 459, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

Premium Advertising

Gets New Business—Holds Old Business

It is: *Economical and Effective; Dignified and Logical*

HERE are a few of the many concerns of outstanding importance that include Premium Advertising in their sales promotion plans. Most of them use our Premium Service.

LEVER BROTHERS COMPANY
INTERNATIONAL MAGAZINE CO.
QUAKER OATS COMPANY
SWIFT & COMPANY
CAROLINE PRODUCTS CO.
WRIGLEY MANUFACTURING CO.
AUTO-STROP SAFETY RAZOR CO.
THE SHEFFIELD CONDENSED MILK CO.

THE J. B. WILLIAMS COMPANY
CURTIS PUBLISHING COMPANY
COLGATE & COMPANY
UNITED DRUG COMPANY
WAPLES-PLATTER CO.
ARBUCKLE COFFEE CO.
NOVAK MILLING CORP.
THE WOOLSON SPICE CO.

Our Service includes carrying premium stocks, boxing, wrapping, delivering, insuring—all under the names of our clients. In fact, we attend to every detail necessary to take care of this feature of our customers' advertising.

There is no charge of any nature beyond the price paid for articles shipped. This includes but a small percentage over their cost in quantity lots. We add but a small charge for our service—plus postage.

Our booklets, "The Why of Premium Giving" and "Our Service," mailed free on request

The Premium Service Company, Inc.

199-201 Franklin Street, New York City